

THE NEED FOR ACTIVE GUARD/RESERVE UNIT MINISTRY TEAMS  
AT REGIONAL SUPPORT COMMANDS

A thesis presented to the Faculty of the U.S. Army  
Command and General Staff College in partial  
fulfillment of the requirements for the  
degree

MASTER OF MILITARY ART AND SCIENCE  
General Studies

by

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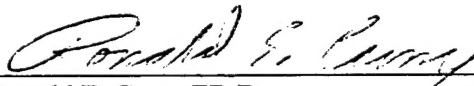
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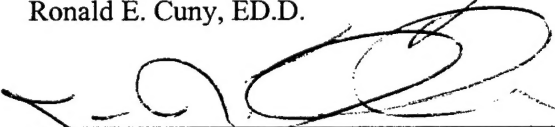
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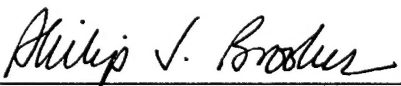
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The opinions and conclusions expressed herein are those of the student author and do not necessarily represent the views of the U.S. Army Command and General Staff College or any other governmental agency. (References to this study should include the foregoing statement.)



## ABSTRACT

THE NEED FOR ACTIVE GUARD/RESERVE UNIT MINISTRY TEAMS AT REGIONAL SUPPORT COMMANDS by Paul H. Harwart, CH (MAJ), USA, 83 pages.

This study investigates whether, or not, there is a need for full-time-support chaplains and chaplain assistants, also known as active guard/reserve (AGR) unit ministry teams (UMTs), at the regional support commands (RSCs) in the United States Army Reserve (USAR). The approach taken was to study the history of assigning AGR UMTs at RSCs, to describe the roles, responsibilities, and functions of the AGR UMTs, and to examine what evidence exists that supports the need for assigning the AGR UMTs at RSCs throughout the USAR.

The AGR UMTs assigned to RSCs are the only chaplain section full-time personnel in the entire command. These chaplains and chaplain assistants have the responsibility for daily religious support to the regional support command headquarters and to coordinate religious support throughout the entire RSC region.

This study explains the reasons why assigning AGR UMTs at RSCs is necessary in order to meet the many needs of the USAR mission readiness in terms of religious support.

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Finally, to God Almighty and the U.S. Army as I dedicate this thesis in keeping with the motto of the Army Chaplain Corps. *Pro Deo Et Patria*, "For God and Country."

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## LIST OF ABBREVIATIONS

AGR	active guard/reserve
AGR RSC UMT	active guard/reserve regional support command unit ministry team
ARCOM	army reserve command
AR-PERSCOM	Army Reserve-Personnel Command
DACH	Department of the Army Chief of Chaplains Office
DR	drilling reservist
DRU	direct reporting unit
FTSMD	Full-Time Support Management Directorate
IMAs	Individual Mobilization Augmentees
IRR	Individual Ready Reserve
OCCH	Department of the Army Office of the Chief of Chaplains
RSC	regional support command
TPU	troop program unit
UMT	unit ministry team
USAR	United States Army Reserve
USARC	United States Army Reserve Command

# CHAPTER 1

## INTRODUCTION

### Problem Statement

The focus of this study is to examine whether, or not, there is a need for full-time-support chaplains and chaplain assistants, also known as active guard/reserve (AGR) unit ministry teams (UMTs), at the regional support commands (RSCs) in the United States Army Reserve. The author initially became interested in this topic while assigned to one of the RSCs from 1996-1998. He observed that not every RSC had a full-time UMT assigned and wondered why the current situation existed. While attending the U.S. Army's Command and General Staff College, he decided to research this topic. The purpose of this study is to assess that need for AGR UMTs at RSCs and recommend needed changes to the appropriate military organizations.

### Background of the Problem

In the late 1980s the Cold War ended and America began downsizing its military. During this time the U.S. military force structure underwent extensive reorganization in preparation for the post-Cold War era. These big changes affected not only the active component of the army, but also the Reserve Components. Top level military planners recognized the need to modify the United States Army Reserve (USAR) to meet the developing needs of the U.S. Military. These changes signified the current modernization of USAR units, missions, and responsibilities. The reorganization meant the addition and deletion of units and positions throughout the entire reserve organization. Each unit's mission, location, and composition of personnel underwent thorough reviews for possible change.

In mid-April 1996 the United States Army Reserve (USAR) implemented massive force structure changes. Many of the existing Army Reserve Commands (ARCOMS) became reorganized into ten regional support commands (RSCs). This genesis of the RSCs meant the Army Reserve was beginning a new way of doing business. New units, missions, and

responsibilities were among the force structure changes. This reorganization of the Army Reserve included assigning a chaplain section, also known as the unit ministry team (UMT), to each of the RSCs.

Initial force structure plans included assigning an AGR chaplain and a chaplain assistant to each one of the ten RSCs. However, this did not happen equally throughout all ten regional support commands. In early 1996, some RSCs gained both a chaplain and an assistant, some received only a chaplain, and some received neither in its chaplain section. Four out of the ten RSCs began with an AGR chaplain and two gained AGR chaplain assistants. About a year later, one more RSC received authorization for hiring an AGR chaplain. This brought the total number to five RSCs that had full-time support chaplains, however; the number of AGR chaplain assistants assigned did not grow past two. Thus, five RSCs did not have any AGR chaplains or chaplain assistants.

This issue of assigning AGR UMTs at RSCs is currently being worked on at the United States Army Reserve Command (USARC), Department of the Army Office of the Chief of Chaplains (OCCH), and the Full-Time Support Management Directorate (FTSMD). Also, there are ongoing discussions at RSC levels among the commanders and senior staff personnel. Further talk exists among AGR and drilling reserve unit ministry team personnel. At the heart of these discussions are questions about the need for AGR UMTs at all ten RSCs. Some people want a complete AGR UMT at every RSC, yet it is not clear that all persons would support that same position.

Somewhere in the process of designing the force structure of RSCs, initial decisions were made to assign chaplains and chaplain assistants to only four of the ten RSCs. The reasons behind those decisions were not clear. It appears that research could be done to determine if the decision made was the best one possible or changes are needed to correct it. The bottom-line question remains unanswered: "Is there a need for assigning full-time chaplains and chaplain

assistants to all of the regional support commands, or not?" Implied in this question is the impact of having AGR UMTs assigned to RSCs. While the question remains unanswered, the purpose of this thesis is to explore and document the answers to this question.

Copies of this completed study will go to the United States Army Reserve Command (USARC), Department of the Army Chief of Chaplains Office (DACH), the Full-Time Support Management Directorate (FTSMD), and each of the ten regional support commands. The collection of evidence and reporting on this subject may influence the future of AGR UMTs' roles in the United States Army Reserve Component and in the AGR program.

### The Primary Question

This work focuses upon the primary question, "Is there a need for active guard/reserve unit ministry teams at the United States Army Reserve regional support commands?" In other words, if there is a need for active guard/reserve (AGR) unit ministry teams (UMTs) at regional support commands (RSCs), then why are they not assigned at all of the RSCs?

### The Secondary Questions

First, what is the history behind AGR UMTs being assigned to regional support commands? The focus here is primarily on the AGR UMTs and on the story of how they became assigned to the regional support commands full-time support positions. It also includes issues that involve the persons and agencies responsible for the initial concept visualization, the staff work, and follow-through to see that AGR UMTs would be assigned to RSCs.

This raises more questions, such as, Which RSCs have AGR UMTs and which do not? What went into the decisions for assigning full-time support UMTs to some RSCs and not to others? What differences have AGR RSC UMTs made at RSCs? Which RSCs have AGR unit ministry teams? Which do not? What is being done about the lack of AGR UMTs in some of the ten RSCs? Is funding an issue regarding having AGR UMTs in all ten RSCs? Are there current, or future, plans to make more changes to the UMT roles in the USAR?



It is important to know if involvement included the United States Army Command (USARC), the Army-Personnel Command (AR-PERSCOM), and the Department of the Army Chief of Chaplains (DACH) Offices. Did the senior chaplains in the Army influence any of these decisions? What is the historical significance to assigning AGR UMTs in RSCs? This section will include any known future proposals involving full-time support UMTs at RSCs.

Second, what are the roles, responsibilities, and functions of the AGR UMTs at the RSCs? This section includes answers to the following: What are the main missions, primary tasks, and functions of RSC AGR UMTs? What are the similarities and differences between the RSCs that have AGR RSC UMTs and the RSCs that do not? In RSCs that do not have AGR UMTs, who currently performs the duties that AGR RSC UMTs would do? How does their position tie into deployment readiness, pastoral care, administration, and worship services? What do full-time support UMTs do in relationship to the remainder of the chaplain section at the RSCs? What are their emerging roles and challenges ahead? What types of changes can and should be made to the roles of the RSC AGR UMTs?

Third, what evidence exists that supports the need for AGR UMTs at RSCs? This question focuses upon the informed viewpoints of commanders, senior staff personnel, and RSC staff chaplains that support or refute the need for AGR UMTs at RSCs. This question looks at, determines documentation of what Army organizations are saying about the need for AGR RSC UMTs. It will reveal findings of how the decision was made to assign AGR UMTs at the RSCs.

Research interviews will be made with chaplains at AR-PERSCOM and USARC. These methods will attempt to discover support for filling positions in some or all of the RSCs. Research will look at results of recent manpower surveys and results that bear weight on the future of UMTs assigned to RSCs. It will also look for changes coming in force structure that would affect current or future AGR UMTs positions, especially those changes that may affect the assignment of AGR UMTs at RSCs.

### Assumptions

Determination of the "need" is possible. It is possible to adequately determine the need for AGR UMTs at regional support commands. In this study, "need" is defined as it pertains to meeting the mission needs of the USAR.

Current documentation is available. The recent assignment of AGR UMTs at RSCs suggests documentation exists to justify the action.

Surveys and interviews will aid research. The assumption is that the responses to the survey and interview questions will provide evidence documenting whether full-time UMTs are needed at the RSCs.

### Definitions

General. The following list provides definitions to words, phrases, and abbreviations to aid the understanding of this study.

Active Guard/Reserve (AGR). This designates U.S. Army Reserve Component soldiers who serve in full-time active status for the United States Army Reserve (USAR) whose mission is to insure the deployment readiness of USAR soldiers and their units. Although the USAR hired reserve component soldiers for three-to-four-year-active-service tours beginning with the all-volunteer army in the 1970s, the AGR program did not become the official USAR active duty program until 1980.

Active Guard/Reserve Regional Support Command Unit Ministry Team (AGR RSC UMT). Normally, an AGR RSC UMT includes at least one chaplain and one chaplain assistant serving full-time on active duty, in the Army Reserve Component, at a regional support command. The AGR RSC UMTs serves under the supervision of their senior Troop Program Unit chaplains (part-time soldiers), holding the rank of colonel/O-6. (See RSC and UMT).

Army Command (ARCOM). These smaller commands existed before the total reorganization of the USAR in April 1996. Each of the twenty ARCOMs became either a RSC, a DRU, or nonexistent. (See RSC and DRU).

Army Reserve-Personnel Command (AR-PERSCOM). This organization's span of control includes Individual Ready Reserve (IRR) USAR soldiers and Army retirees. AR-PERSCOM develops USAR policy, conducts administrative personnel actions for the USAR, and is located in St. Louis, Missouri. AR-PERSCOM is a parallel organization to the active Army's PERSCOM.

Chaplain Section. The chaplain section includes all chaplains and chaplain assistants assigned to the same army unit and are part of the Headquarters Company. The Army often refers to the chaplain section as the unit ministry team (UMT). (See UMT).

Drilling Reservist (DR). A soldier who is in the reserve and normally attends drills (working time period) one weekend each month and two weeks annually. Sometimes drilling reservists remain on active duty status for extended periods (weeks or months) to support a mission, attend training, or deploy on a mission somewhere in the world as needed by the USAR.

Direct Reporting Unit (DRU). An USAR unit that reports directly to the USARC although the DRU is located within the boundaries of a RSC. Some DRUs were formerly ARCOMs before the reorganization of the USAR in April 1996.

Regional Support Command (RSC). Army Reserve headquarters element for a geographical region covering a multiple state area. The ten RSCs connect with each other to cover the entire USA. Each RSC has command and control over the USAR units in a given region except for DRUs. RSCs have functions and responsibilities similar to an army installation. The ten RSCs report directly to the USARC for command and control functions. (See USARC).

Troop Program Unit (TPU). TPUs are the soldier organizations in the USAR. TPUs' sizes range from company to RSCs. TPUs are locations where drilling reservists go to participate

in the Army Reserve on their drill weekends. Reservists may deploy with their assigned TPU for annual training or on a mission, that may include combat or other assorted missions.

Unit Ministry Team (UMT). A complete UMT includes one chaplain and one chaplain assistant. See Chaplain Section.

United States Army Reserve (USAR). Part of the reserve component of the U.S. Army. Includes the USARC and its units, the Individual Ready Reserve (IRR), several installations, Individual Mobilization Augmentees (IMAs), other soldiers.

United States Army Reserve Command (USARC). The organization exercising command and control functions over the ten RSCs and many DRUs in the USAR. Thus, the USARC has command and control over the majority of the USAR soldiers who are drilling reservists. The USARC is located in Fort McPherson, Georgia.

#### Limitations

Relatively New Information. There is limited documentation available regarding assigning AGR UMTs to RSCs. This thesis breaks new ground and provides documentation to close the gap of information regarding the need for assigning AGR UMTs at RSCs.

Time Constraints. Time is a limitation to the research conducted for this thesis since it must be completed during the 1998-1999 academic school year of the U.S. Command and General Staff College.

#### Delimitations

Survey Participants. The survey participants are people assigned to the regional support commands and include members of the command group, AGR soldiers, civilians, drilling reservists, and UMT members. The number of participants is between ten and twenty people from each participating RSC. The goal was to survey five RSCs. See chapter 3, "Methodology" for more information.

### Significance of the Study

At the time of this research, the concept of AGR UMTs serving at RSCs is still fairly new. The study may influence the future of assigning AGR chaplains and chaplain assistants in the Army Reserve. If this research shows that there is a definite need for assigning UMTs at all the RSCs, then, it could help pave the way for AGR UMTs to serve at all ten RSCs. On the other hand, if this study show that there is no real need, it may influence either no change or even deleting the RSC AGR, UMTs' authorized positions.

Another possible result of this study is its influence on the Army's sister services (Air Force, Navy, and Marine Corps) to consider creating equivalent UMT positions in their reserve component force structures. This could become desirable for the sister services since the use of America's military reserve forces is much more active than ever before. With the downsizing of the active component, there is a significant increase in the use of reserve units in military missions all around the world. The reserve components are hiring more full-time personnel to support combat and non combat operations. Because readiness is an essential military issue, using full-time reserve UMTs would help increase reserve units' readiness.

## CHAPTER 2

### LITERATURE REVIEW

#### Purpose

This study reviewed the literature referring to assigning active guard/reserve (AGR) unit ministry teams (UMTs) at regional support commands (RSCs) with fulfilling the needs of the United States Army Reserve. The primary thesis question is: Is there a need for AGR UMTs at the United States Army Reserve (USAR) RSCs? There are three secondary questions: First, what is the history behind AGR UMTs being assigned to RSCs? Second, what are the roles, responsibilities, and functions of the AGR UMTs at the RSCs? And third, what evidence exists that supports the need for AGR UMTs at RSCs? The following documentation supports these research questions.

#### General Information

Prior to the assigning of AGR UMTs at RSCs the Army Reserve design planners put together statistical and historical data to justify those chaplain positions. The planners based the design largely on a theoretical concept of what the role of chaplains and chaplain assistants would have at RSCs. AGR UMTs have now served at the ten RSCs for over three years. This provides a basis of actual past events for analysis. The following literature is some of the information the author used to examine the issue of needing to assign AGR UMTs at RSCs.

#### Extant Knowledge Available

The primary sources of information available include the USARC 1997 Manpower Survey<sup>1</sup>, as well as, numerous letters, memos, and support statements written by commanders and chaplains at the regional support commands and chaplain agencies; and there are army regulations and field manuals that support the question. An examination of this evidence showed a trend in favor of assigning AGR chaplains at RSCs.

### Key Works Available

Army Regulation 165-1, *Chaplain Activities in the United States Army*. This regulation establishes the policies, duties, and responsibilities for meeting the religious and spiritual needs of soldiers and their families Army-wide. It identifies reasons why the army needs chaplains and the duties of UMTs. This regulation describes reserve component UMTs' issues to include assignments, duties, and other issues relating to AGR chaplains and chaplain assistants on active duty in the United States Army Reserve Component.

This regulation applies to AGR UMTs at RSCs in respect to providing worship opportunities, administration, and pastoral care. As the AGR UMTs fulfill their roles, responsibilities, and functions at the RSCs; it demonstrates how they are needed by insuring the USAR's ability to meet the religious and spiritual requirements of RSC soldiers, civilians, and family members.

Further, the AGR UMT paves the way for UMTs within the RSC through coordination of religious coverage, pastoral care, training, dissemination of information, working assignments, and personnel issues. The AGR UMT also maintains UMT rosters, serves as U.S. Army Chaplain Corps issue subject matter experts, and recruits chaplains and chaplain assistants.

Army Regulation 165-20, *Duties of Chaplains and Responsibilities of Commanders*. This discusses the roles, responsibilities, and functions of chaplains and commanders' regarding religious support in the US Army including the USAR. It focuses on the duties of chaplains and the responsibilities of religious support on the commander. This regulation makes the chaplain the primary staff person to carry out the commander's responsibility of meeting religious support needs of the command.

Because regional support commands are considered as reserve installation headquarters, this regulation supports the need for AGR UMTs at RSCs. Further, it provides evidence for commanders on why they need their UMTs to fulfill the religious support mission of the RSCs.

Since the RSC functions on a daily basis, it is necessary for full-time personnel in each section to conduct daily business. The full-time soldiers, civilians, and family members often cannot wait until a drill weekend to handle life's problems by the drilling reserve chaplain. Many situations (such as crisis counseling, funerals, and suicide intervention) demand immediate attention by on-site, full-time, qualified, and trained military clergy and their assistants. The RSC AGR UMTs are the soldiers who serve in a full-time capacity to address these important needs. Their continuous pastoral presence and timely staff work often prevent many situations from erupting into problems.

Field Manual 16-1, *Religious Support*. This publication sets forth the Army's doctrine on religious support. It defines the missions, roles, responsibilities, and duties of those offering religious support to America's Army. This doctrine applies to those who plan, prepare, and provide religious support to Active Army, U.S. Army Reserve, and Army National Guard. In doing so, it standardizes the way UMTs provide and perform religious support. This manual supports the who, what, where, when, and why of the unit ministry teams in RSCs and has direct bearing upon the AGR UMT's role in providing religious support.

The RSC AGR UMTs use the doctrine in FM 16-1. In doing so, they harmonize the RSC chaplain section with the prescribed guidance from senior USAR Chaplain Corps leadership and policies of the Army Chief of Chaplains. The RSC AGR UMTs are needed at RSCs to interface and blend the functions of the RSC chaplain section with the actions of the USAR and active component chaplains and chaplain assistants across the Army. This is needed as the Army active component and the USAR and the Chaplains strive to create seamless religious support for the total Army.

Fiscal Year (FY) 1997 USARC Manpower Survey. This survey examined the mission, tasks, and functions of all the staff sections of the RSCs and concluded what current force design changes were needed at the RSCs to fulfill mission requirements. Part of that survey included



examining the RSC UMTs and determining if the current authorizations matched the requirements of the UMT. It lists the management, training, and pastoral family support tasks that RSC UMTs are responsible to accomplish. The manpower survey considered authorizations, manning requirements, and assigned strength of unit ministry teams at each of the ten RSCs and recommended changes based on collected data.

This document is an important indicator of the possible future changes to assigning AGR UMTs at RSCs because it shows the proposed changes between the past and present, authorizations, requirements, and assigned strength. That is important because the report was compiled by the USARC force structure personnel who are in a vital position to propose and facilitate changes of UMT requirements and authorizations at RSCs. In fact, since the manpower survey was released, the USAR gained approximately 1,000 additional AGR authorizations for FY 1999. The manpower survey helped the USARC commander and his staff to determine where to place these new authorized soldiers. Thus, the USARC Chaplains Office announced that the remainder of the RSCs will have an AGR chaplain and some will receive AGR chaplain assistants. It is too early to know if this all will actually happen, especially in light of the fact that the USARC Chaplain's Office thought that all the RSCs would receive UMTs back in 1996. Nonetheless, the survey is a crucial document that strongly indicates that AGR UMTs are needed at RSCs.

#### Letters, Memorandums and Supporting Statements

General. These documents are primary sources written in support of AGR UMTs at RSCs. The authors of these documents include commanders and chaplains of several RSCs, as well as, the Chief of Chaplains Office and the United States Army Reserve Command (USARC) Chaplain's Office.

These authors have first-hand knowledge of the performance of AGR UMTs at RSCs. Cited are AGR UMTs involved in administration, staff work, readiness, resourcing, retention, and availability for providing pastoral care to the RSCs.

These documents are very relevant to the research question; because they contain compelling reasons and clear examples of why this need exists. Throughout these papers are comments that praise the high-quality service of these AGR UMTs in performing their jobs. The writers are unanimous in stating the need for assigning AGR UMTs at RSCs is real, proven by experience and observations and gave reasons why AGR UMTs should be in place in every RSC. The following is a discussion about each one of these writings.

Active Guard/Reserve (AGR) Unit Ministry Team (UMT) Authorizations. This document supports the need for assigning AGR UMTs at additional RSCs. It is a memorandum signed by the commanding general of one RSC with an AGR chaplain assigned to his headquarters. The commander sees AGR UMTs enhancing readiness in his command and recommends other RSCs follow suite to assign AGR UMTs at their commands to enhance readiness.

AGR Good News Story. This paper describes concrete examples of the religious support provided by the AGR chaplain at his RSC. This author is a RSC staff chaplain who praised the AGR chaplain's work in providing quality pastoral ministry, performing administration, managing resources, and doing routine and competent staff work at his RSC. Although this literature may be seen as having a strong bias towards assigning an AGR UMT at the RSCs, it speaks to the specific reasons of roles, functions, and responsibilities of the AGR UMT. These statements support the need for an AGR UMT at his RSC and throughout the USAR.

Active Guard/Reserve (AGR) Unit Ministry Team (UMT) Authorizations. This document cites the great contributions that the AGR UMT makes to this command. The RSC staff chaplain who authored this memorandum states clearly that he sees his AGR chaplain as providing timely pastoral care, doing staff work, and performing a host of other functions in his RSC. The writer

concludes that RSC AGR UMTs are necessary because without them the chaplain section level of service to the command would be less than acceptable, and, suffer. From this letter, one can make the analogy that since all the RSCs have the same mission requirements; those RSCs without AGR UMTs do suffer in terms of mission capability.

USARC, AGR Unit Ministry Team (UMT) Requirements and Authorizations. This is a decision memorandum that the USARC Command Chaplain, Chaplain (Colonel) Doug Lee, wrote requesting approval by the Commanding General of the United States Army Reserve Command (USARC) for additional authorizations for active guard/reserve chaplains and chaplain assistants at RSCs. This memorandum cites coordination between several agencies regarding meeting the needs of the Army Reserve and the missions of the RSCs. The writer specifically cites reasons for the need for AGR UMTs at all of the RSCs.

Also, the document includes supporting statements for this decision from the U.S. Army Deputy Chief of Chaplains, the Special Assistant to the Chief of Chaplains for Reserve Affairs, Reserve Advisor to the Chief of Chaplains, the Army Reserve Personnel Command (AR-PERSCOM) Staff Chaplain, and three RSCs. It supports the need of AGR UMTs at all the RSCs and requests authorizations to assign AGR chaplains and chaplain assistants at all ten RSCs.

AGR Unit Ministry Team Authorizations at RSC Level. This document supports the need for assigning AGR UMTs at RSCs. It is a memorandum signed by the commanding general of one of the regional support commands that has an AGR UMT assigned to his headquarters. This Major General clearly states that he sees his AGR UMT as a valuable asset in his RSC. He recommends that an AGR chaplain and assistant be an integral part of each regional support commands headquarters' authorized manning. In doing so, he informs the reader that assigning AGR UMTs at RSCs is needed across the entire USAR.

### Theses Written

The Chaplain as Personal/Special Staff Officer. The focus is on a chaplain's unique role as a personal/staff officer. From this work, one is able to draw some parallels to roles of the RSC AGR UMT, since they function as personal and special staff officers. This is possible since the AGR UMT is the full-time representative of the RSC Staff Chaplain to the command. See discussion on the roles, responsibilities, and functions of the AGR UMT in Chapter 4.

The Religious Support System of the United States Army. This addresses the doctrine and the mission of religious support in the Army that provides some background information to this topic. It also discusses accessioning and assigning of reserve chaplains in the Reserve Component that applies to the AGR Chaplain.

## CHAPTER 3

### METHODOLOGY

#### Purpose

The purpose of this chapter is to present the methodology used in studying the primary question: Is there a need for active guard/reserve unit ministry teams at the United States Army Reserve (USAR) regional support commands (RSCs)? Further, there are three secondary questions: First, what is the history behind AGR UMTs being assigned to regional support commands? Second, what are the roles, responsibilities, and functions of the active guard/reserve (AGR) unit ministry teams (UMTs) at the RSCs? Third, what evidence exists that supports the need for active guard/reserve (AGR) unit ministry teams (UMTs) at regional support commands? To answer these research questions the following methodology was used.

#### Procedures

General. The research procedures used in this thesis include a combination of historical methodology, surveys, and interviews. Tying together these three methods was necessary in order to collect all available evidence in which to draw the best conclusion to the question of whether AGR UMTs are needed at RSCs.

Historical Documents. The literature review in chapter 2 examines what the literature says about the primary and secondary research questions. These were helpful in determining the consensus among the RSC commanders and supervisory chaplains. Yet, the literature did not completely answer the research question. Therefore, the author used a survey instrument and interviews to conduct further research in this study to explore the history as well as other perceptions regarding the need to assign AGR UMTs at RSCs.

Survey Instrument. The survey instrument consisted of fifteen close-ended and open-ended questions (see appendix B). Surveys went out to the five RSCs having AGR UMTs assigned. These included the 77th, 81st, 88th, 90th, and 99th RSCs. Surveys also went to the

five RSCs without any AGR UMTs assigned. These included the 63rd, 70th, 89th 94th, and 96th RSCs. Surveys were sent out to each RSC via e-mail messages, and by U.S. Postal Service, in January 1999. Follow-up telephone calls and e-mail correspondence aided completion of the survey. The author received the responses by the end of February and completed the analysis in March 1999.

The intent was to survey persons regarding their perceptions on the need to assign active guard/reserve unit ministry teams at regional support commands. The targeted audience for the survey included personnel who worked in the same headquarters as the UMTs. The specific targeted audience involved persons in each RSC command group, AGR soldiers, drilling reservists, government civilian employees, and unit ministry teams (see survey at appendix A).

The numerical goal in the conducting the research was to survey ten to twenty selected personnel in a minimum of five RSCs. This would provide a minimum of fifty and a maximum total of 100 responses. The breakdown of surveying personnel in each RSC was as follows: four persons assigned to each of the RSC's Command Group Section, four active guard/reserve soldiers, four drilling reservists, four full-time unit support (FTUS) government service civilian personnel, and four members of the RSC UMT. Each RSC chaplain section facilitated administering the survey at its RSC.

A detailed discussion of the analysis of the results is in chapter 4.

Interviews. Much of the history behind the decisions to assign active guard/reserve unit ministry teams at regional support commands was best supplied through interviewing persons having specific historical knowledge of the establishment of UMTs at the RSCs. The interviews focused primarily upon the historical nature of the research questions along with additional background information. These interviews were especially helpful in researching the subject. Further, interviews rounded out the researcher's understanding of the issues.

The researcher sought to interview individuals with first-hand working knowledge of that history. Initial interviews were of personnel representatives at the Chief of Chaplains Office, the Reserve Advisor to the Chief of Chaplains, Chaplains at AR-PERSCOM, and USARC Chaplains Office Personnel. In these government agencies were persons who were subject matter experts on this topic, and they provided helpful information that led to further questions and insights into this subject.

The author personally conducted the interviews by e-mail and telephone, thus gaining access to primary sources. The use of e-mail as a medium facilitated capturing documentation of the topic on paper. Both techniques worked quite well and were welcomed as more convenient to all parties involved in the interview process instead of scheduling face-to-face interviews that would have been costly due to travel distances. Telephone follow-up interviews were done to fill information gaps in the research. The interview questions are found in appendix D.

The information gained during the interview process was easily applied to answer the first subordinate question: What is the history behind assigning AGT UMTs at RSCs? This is found in chapter 4, "Analysis."

### Criteria

General. The following screening and evaluative criteria applied to the written as well as interview sources used in this study.

Screening Criteria. Usable sources had to answer several survey questions in order to be considered pertinent to this study.

Does the reference provide any information on the need for assigning active guard/reserve unit ministry teams at the regional support commands?

Does the source address the history of AGR UMTs being assigned to RSCs?

Does the reference provide any information on Army UMTs? If so, does it discuss anything related to army active component, USAR, or AGR unit ministry teams?

Does it discuss USAR force structure issues? In doing so, does it address USAR or AGR unit ministry teams?

Does the reference explain anything related to the Army Reserve in terms of full-time support of the U.S. Army Reserve, or specifically the AGR Program?

Does it talk about the mission, roles, and functions of RSCs? Does it say anything about these things regarding USAR or AGR UMTs at RSCs? Does it talk about other related roles, responsibilities, and functions?

Does the source compare or contrast the ten RSCs chaplain sections? If so, does it distinguish between the RSCs with AGR UMTs assigned and those RSCs that do not have them assigned?

Does the source provide viewpoints of various Army organizations regarding the need for AGR UMTs at RSCs?

Does the source provide support for, or against, justifying the RSC AGR UMT positions?

Does the source fill in gaps of knowledge needed to complete the study?

Does the source shed any new light on the subject not already covered? If so, does it raise more questions that need answering?

Is the reference reliable, useable, and available for use in this study?

Evaluative Criteria. Usable sources were considered in light of these questions.

How significant is the evidence given by this source?

Does the documentation apply to past, current, or future-oriented data bearing on the primary and secondary research questions?

How directly does the source speak to the question of the need of assigning AGR UMTs assigned at RSCs? Or, does the information provide supporting evidence?

Does the reference reveal concrete historical information, or opinions regarding assigning active guard/reserve unit ministry teams at regional support commands?



Is the source a primary or secondary source? Does the source use primary sources as its basis of information or did it have second-hand knowledge of the topic?

What position(s) does, or did, the person hold? Is the source a chaplain, a commander, or who else? How does the source's views compare with that of commanders, chaplains, civilian, or other persons regarding the topic?

Is the source considered a subject matter expert (SME)? How close to the issue was the SME? Did the SME have any direct, or indirect, involvement with assigning the AGR UMTs at RSCs?

Does the source provide raw data, facts, or opinions? How much of each of these areas does the source use? Does the source cite other sources to support the position stated? Does the source expose any personal bias?

Does the source take a position, pro, con, or neutral, regarding the topic? Upon what does the source build a case? How convincing is the source?

Does the source suggest any new information bearing on the topic? Are there other related issues that come to light? Any caution signals? Is there any hidden or withheld information not made available for research?

How extensive does the source address the topic? How long and how thorough is the documentation? Could there be more said about the topic?

What was the date of the published document, or interview, or survey? How does this date relate to the start of UMTs beginning to serve in RSCs in 1996? Was the date earlier, the same time, or later? How does this date relate to the timing of this research?

Does the source provide anything else significant that bears on the subject?

Trends, Similarities, and Patterns. In interpreting the evidence, I looked for general trends, similarities, and other patterns that occurred throughout the evidence. The author's report of these things is found in chapter 4: "Analysis."

## CHAPTER 4

### ANALYSIS

#### Purpose

This chapter presents an analysis of the data used to answer the thesis and subordinate questions. The primary question: Is there a need for active guard/reserve unit ministry teams at the United States Army Reserve (USAR) regional support commands (RSCs)? There are three secondary questions: First, what is the history behind AGR UMTs being assigned to regional support commands? Second, what are the roles, responsibilities, and functions of the active guard/reserve (AGR) unit ministry teams (UMTs) at the RSCs? Third, what evidence exists that supports the need for active guard/reserve (AGR) unit ministry teams (UMTs) at regional support commands? The following is the analysis of research used to answer the research questions.

#### Study Outcome

Outcomes of Research Design Implemented. This study included the use of literature, surveys, and interviews to answer the question of whether or not active guard/reserve unit ministry teams are needed at regional support commands. The author found it necessary to include a balance of all three methods to provide a wider basis for research and to insure discovering any existing pro and con arguments to answer the research questions. It proved beneficial to use all three techniques because it insured covering all areas the primary research question and sub questions adequately. The answers are found in this study follow.

First, what is the history behind AGR UMTs being assigned to regional support commands? It may surprise someone to discover that there are U.S. Army Reserve (USAR) chaplains and chaplain assistants, serving on active duty status in support of the USAR. In fact, there are five of these chaplains and two assistants. These USAR military clergy and their assistants on active duty are known as AGR UMTs, and a few work at USAR RSCs. The purpose of this section is to describe the history of assigning AGR UMTs to RSCs.

A study of American military history reveals the fact that chaplains and chaplain assistants "have served in the significant numbers from the earliest battles of the Revolutionary War to present."<sup>2</sup> When the U.S. Army Reserve began in the early 1900s, chaplains and chaplain assistants served as drilling reservists and on active duty status; in times of training, national emergencies, and war.<sup>3</sup> From then on, the Army considerably increased the roles and responsibilities of reserve UMT members. However, UMTs did not begin serving full time in the USAR until years after the AGR program began.<sup>4</sup>

The roots of the AGR Program date back to 1972 when in-service recruiters were placed on active duty for training (ADT) status at active army installations. Eventually, more reservists began to serve on active duty to aid the mission of recruiting and readiness for the USAR. This was necessary since in the early 1970s the U.S. Army changed from a conscripted force to an all-volunteer force and needed recruiters to help recruit soldiers to join the USAR. By 1980, full time support grew to 5,400 personnel and their status officially changed to the active guard/reserve (AGR).<sup>5</sup> These numbers did not include AGR chaplains, or assistants, but that soon changed.

It was in 1980 that the first chaplain began serving in the AGR Program as the program was born. Over time, until just before the reorganization of the USAR in 1996, the number of AGR chaplains and assistants grew to seventeen. These UMTs served primarily in recruiting, at USAR installations and at USAR headquarters. It was not until 1996 that AGR chaplains and chaplain assistants began serving at regional support commands. This was after the USAR underwent some major changes.<sup>6</sup>

In the late 1980's, the Cold War ended and America began downsizing its military. During this time the United States Military force structure underwent extensive reorganization in preparation for the post-Cold War era. These big changes affected not only the active component of the army, but also the Army Reserve.

The U.S. Congress and top level military planners recognized the need to modify the United States Army Reserve (USAR) to meet the developing needs of the U.S. Military. Changes signified the current modernization of USAR units, missions, and responsibilities. This thorough review and reorganization meant the addition and deletion of units, soldiers, and civilian positions throughout the entire reserve organization.<sup>7</sup>

In mid-April 1996, the United States Army Reserve (USAR) implemented massive force structure changes. It was the United States Army Reserve Command (USARC) who had the task to design the new proposal of the USAR which included changing twenty Army Commands (ARCOMs) into ten regional support commands (RSCs) and numerous direct reporting units (DRUs). Creating new units, changing missions, and determining units' responsibilities were among the force structure changes. This genesis of the regional support commands (RSCs) meant the Army Reserve was beginning a new way of doing business.<sup>8</sup>

The primary reason behind the RSC concept was to establish ten regional reserve commands, under the command of the USARC, to cover the entire USA and to function much like active army installations. Setting up this command structure would therefore consolidate the many administrative tasks that USAR units must accomplish. In doing so, lower level units could focus more upon training and readiness instead of handling the usual burden of massive paperwork. The USAR planned to assign full-time support personnel, civilians, and military to work at RSCs. The statuses of these soldiers include active component personnel, drilling reservists, and active guard/reserve personnel.<sup>9</sup>

This reorganization of the Army Reserve meant good news for the Army and the Chaplain Corps since it included assigning a chaplain section, also known as the unit ministry team (UMT),<sup>10</sup> to each of the regional support commands. The USARC Chaplains Office provided input to job descriptions as justification for UMT personnel at each RSC.

Planners also determined it necessary to assign a complete AGR UMT (one chaplain and one chaplain assistant) to each of the newly created RSCs. The AGR UMT would be in addition to the troop program unit (TPU) drilling reserve UMTs at each RSC. The chaplain was to hold the rank of major. The chaplain assistant would hold the rank of sergeant first class at the larger RSCs and staff sergeant at the smaller RSCs. It is important here to highlight the fact that proposals from the USARC Chaplains Office included a complete UMT at each RSC.<sup>11</sup>

The USARC Directorate, Chief of Staff, Force Structure (DCSFOR), was responsible for putting together the proposals of the RSC designs. Throughout the RSC development phase, the DCSFOR continually promised and reassured the Chaplains Section that a complete UMT would be assigned to each of the ten RSCs.

However, that promise was broken when the final RSC model was put on paper and approved. Only four out of the ten RSCs would have AGR chaplains and only two of those four RSCs would gain chaplain assistants. In other words, instead of twenty AGR UMT personnel covering ten RSCs, only six AGR UMT personnel would cover four RSCs. The final cuts made in the last RSC staffing scrub affected greatly upon the number of AGR UMT soldiers assigned to RSCs. The cuts hurt the religious coverage available throughout the majority of the USAR.<sup>12</sup>

This reflected a significant change in the number of RSCs covered by AGR UMTs. It is interesting to note that the USARC Chaplains Section was blind-sighted by these big cuts since it was a 60 percent no-notice reduction from the initial proposal. Further analysis showed an even larger reduction (70 percent) in total staffing of UMT sections with full time personnel at the RSCs. These figures are important because they reveal that 60 percent of the RSCs did not receive any full-time UMT personnel to do the work required of all the RSC chaplain sections. Without AGR UMTs assigned to those six RSCs, it meant that there was no one there qualified and trained to perform the full-time job functions of AGR chaplains and chaplain assistants.<sup>13</sup>

The main effect of not having AGR UMTs was that 60 percent of RSCs had no one in a full-time capacity to focus, and act upon, the religious, spiritual, and moral issues of those commands. Full-time personnel at these RSCs would have no chaplain, or chaplain assistant, to turn to for pastoral care, worship services, and administrative interface. The initial proposal was a good plan, but it quickly changed into a reduced-size plan just before the USARC commander's final approval. This reduced plan missed the point of having full-time support at each RSC.<sup>14</sup>

Since the initial proposal of filling each RSC with a complete AGR UMT changed, it implies that something(s) happened that led to that big reduction. But what really took place? Especially since the USARC Chaplains Office personnel were often reassured that there would be AGR UMT personnel assigned in each RSC in April 1996. This led to consider what happened between the time of the original proposal and the approval of the final proposal.

What is clear is the fact that overall cuts were made out of a larger need to reduce the number of AGR personnel assigned to RSCs. Simply stated, the USARC did not get all the authorizations to assign all the AGR personnel it initially wanted. It is understandable that these cuts were part of a budget decision. Manpower cuts needed to happen before the final approval and therefore, the decision-makers lowered the number of AGR UMT personnel assigned to RSCs. In an inadequate attempt to appease the USARC Chaplains, planners told the chaplains that if more authorizations become later available then more AGR UMT personnel could be assigned to RSCs.<sup>15</sup>

What is not clear, is why the decision was made to cut so deep the number of AGR UMTs at RSCs while other staff sections did not experience the same extent of cuts. No other RSC staff section experienced similar proportional reductions from their original proposal. Plainly speaking, no other staff sections were stood-up without any full-time support as were the RSC UMTs.

Some USAR personnel, who asked not to be identified, considered it a lack of appreciation and understanding of the UMTs' mission and the benefits of having AGR UMTs assigned for leaving most of the RSCs exposed without full-time religious support personnel.

Initially, while it appeared that everyone agreed that there was a need to assign AGR UMTs at all the RSCs, things changed. While the decision involved a need to reduce numbers, it is not clear why the UMTs took such a big share of the reductions. It is possible that the ultimate decision makers did not see a strong need to assign AGR UMTs at every RSC. Another reason might be that decision makers hoped that RSCs would be able to gain UMT personnel in the near future. It might also be possible that some looked to the chaplains sections as "soft" or "easy" targets. Perhaps the decision was made at the last possible moment to avoid confrontation with the USARC Chaplain Section who was ready to argue its case. Perhaps a better understanding of what AGR UMTs do at RSCs would have led to a different decision as to the staffing of UMTs.<sup>16</sup> None of these speculative answers have sufficient substantiation since this was not totally clear in the researcher's analysis.

The short history of RSCs shows that the Army made a poor decision in not assigning AGR UMTs to all the RSCs. Research shows that there is a significant difference between chaplain sections that have AGR UMTs and those that do not. For example, RSCs with full-time chaplain support provide for the religious needs of their command far better than the RSCs without. Further, part-time chaplains or drilling reservists are not able to keep up with the requirements placed upon them. Also, soldiers and family members do not receive the level of support that they need and deserve.<sup>17</sup>

Numerous documents overwhelmingly support these claims and recommend that the USAR take action to correct this deficiency in the force structure authorizations (see discussion in chapter 4: "Analysis"). It appears arguable that cuts should have been made in other areas and not at the big expense of sacrificing adequate chaplain support for the USAR.

In looking back at the history of assigning unit ministry teams at RSCs, it is painfully clear that even promises made to chaplains are sometimes broken. It remains unclear to this researcher exactly why the DCSFOR broke its "promise" to the USARC Chaplains Section, especially without any prior coordination. What is clear is that the cuts made in the assigning of UMTs at RSCs were deeper than any other staff section throughout the RSCs. It is also clear that assigning AGR UMTs at RSCs is necessary to meet readiness requirements of the USAR. The cuts hurt UMT's readiness capability.<sup>18</sup>

Having made the argument, it is helpful to not just look back, but look at the future. With the ever-increasing commitment of our military around the world, there is an increase in the use of the USAR to support our nation's missions. U.S. military leaders realize that America must rely on the reserve component forces to deploy in conjunction with the active component. Readiness of the USAR must certainly meet this challenge today and in the future of an uncertain world. The RSC AGR UMTs are part of the right solution to help soldiers and families in meet the readiness challenge.

In looking ahead to the future, research indicates that the issue of assigning AGR UMTs is being again worked on at the USARC level. It appears that someday soon the Army may add more AGR authorizations to its force structure. Meanwhile, the USARC Chaplains Office is striving to hold the DCSFOR to its earlier promise of additional slots for AGR UMTs at RSCs. Only time will tell if this is another "promise" that will be broken or if the USAR will correct the mistake it made in not assigning AGR UMTs to all ten RSCs in 1996. The bottom line is history shows that RSC AGR UMTs very favorably fulfill vital roles, responsibilities, and functions of the chaplain sections at RSCs. The real issue is not just the assigning of AGR UMTs to RSCs; the more important issue is providing adequate religious support for USAR members.<sup>19</sup>



Second, what are the roles, responsibilities, and functions of the AGR UMTs at the RSCs? A common question that persons who are not familiar with RSC AGR UMTs may ask is, What do RSC AGR UMTs do? This is a good question since it supports the main research question of Are AGR UMTs needed at RSCs? The purpose of this section is to answer the subordinate question, What are the roles, responsibilities, and functions of the active guard/reserve (AGR) unit ministry teams (UMTs) at the RSCs?

To begin with, it might be helpful to explain the big picture of America's United States Army Reserve (USAR) and how the RSC AGR UMTs fit into that picture. In April 1996, the USAR reorganized all the USAR units into larger groupings, thus creating ten RSCs. These ten RSCs are commands that function similar to installations exercising command and control responsibilities over the units located in its own geographical region. The RSCs report to the United States Reserve Command (USARC) which is located in Fort McPherson, Georgia.<sup>20</sup>

The commander of each regional support command is a Major General. The RSC headquarters operates with a staff that includes both part-time and full-time soldiers and civilians. Each RSC has a chaplain section led by the RSC staff chaplain. Thus, the RSC chaplain section is part of the general's staff. As part of the general's staff, the RSC staff chaplain is responsible for many things, such as administration and management, pastoral care, worship, and training. However, he does not do this alone. The RSC staff chaplain supervises the chaplains and chaplain assistants assigned to the chaplain section who work to help him or her.<sup>21</sup>

Some of the RSC chaplain sections are fortunate to have one or possibly two AGR UMT personnel to help accomplish these things. Bear in mind that RSC AGR UMTs are vital in helping the RSC staff chaplain and the RSC UMT accomplish its missions on a day-to-day basis. The RSC AGR UMTs are the full-time support personnel who are charged with the bulk of the work in the chaplain sections.

This makes sense because the rest of the chaplain section consists of part-time soldiers who have full-time civilian jobs. They are not available to devote as many hours to the chaplain section (their part-time military job) as the RSC AGR UMTs are able to (their full-time military job). The RSCs without AGR UMTs do not have the manpower needed to perform at their maximum potential levels of providing religious support when compared with RSCs who do have AGR UMTs.<sup>22</sup>

Having set the context of the AGR UMTs in the RSC chaplain sections, the thesis now will focus on what the RSC chaplain sections or UMTs do. Army doctrine gives guidance on this subject, but more specifically, there is a document that spells out the job description for RSC UMTs. The document that spells out the roles, responsibilities, and functions of the RSCs is the *Authorized Work Statement (AWS)*.<sup>23</sup> The USARC Chaplains Office developed the AWS applicable to the RSC chaplain sections in coordination with the USARC DCSFOR.<sup>24</sup>

According to the AWS, the RSC staff chaplain's mission is to serve as principal advisor to the commander on religious, moral, ethical, and spiritual concerns of the Command. He or she serves on the personal staff of the commander and administers the total religious support program throughout the RSC. This includes but is not limited to resourcing the unit ministry teams, providing training and logistical support, and coordinating technical training and UMT personnel assignments.

The RSC chaplain serves as program director for planning, programming, budgeting, executing, and evaluating programs, functions, and tasks for which the RSC chaplain is proponent. The RSC Chaplain coordinates to insure that all RSC units have opportunities to conduct worship services. Further, he or she provides pastoral care to members of the RSC headquarters and conducts, coordinates, prepares, and oversees the Commander's Master Religious Program (CMRP). The RSC staff chaplain manages force development and ensures UMT requirements and authorizations are in consonance with current force doctrine.<sup>25</sup>

In the area of administration and management, the RSC chaplain section does these things: They provide professional assistance and advice to the commander, staff, and subordinate commands on matters of religion, morals, ethics, and morale. They implement policies of HQDA Office of the Chief of Chaplains and the USARC Staff Chaplain. They monitor and provide input to personnel actions for all TPU RSC UMTs. The RSC chaplain section monitors and manages resource allocations for UMTs through the annually submitted and commander-approved commander's master religious program (CMRP). This works to support RSC command and control (C2) functions for Troop Program Units (TPUs).<sup>26</sup>

An essential task of the RSC chaplain section is to provide technical supervision of RSC TPU UMTs and identify force structure needs for religious support to RSC TPUs. This staff section coordinates and monitors chaplain, chaplain candidate, and chaplain assistant recruitment programs for the RSC. The RSC chaplain section reviews management of non-appropriated chaplain's funds annually to ensure adequate and equitable support of local chaplain-related activities and compliance with all non-appropriated fund (NAF) regulations.

They also emphasize and support the USARC's and RSC's affirmative action policies and goals throughout the command. The UMT assists commanders and senior chaplains in the selection and assignment of qualified chaplains and chaplain assistants.<sup>27</sup>

In the area of UMT training the RSC chaplain section does these things: It establishes force structure requirements for the RSC to ensure UMT authorizations are current with the Army Chief of Chaplain's force development doctrine. They monitor and review chaplain endorsement and deployability status. This is vital because all chaplains must complete the Officer Basic Course and maintain their current denominational endorsement in order to be considered deployment ready. The RSC chaplain section monitors and reviews chaplain assistant deployability status because all chaplain assistants must be military occupational skill (MOS) qualified. Deployment readiness is the essential issue in preparation and training.<sup>28</sup>

The RSC chaplain section provides direct support and training guidance for the UMTs within the command to include, but not limited to, base operations (BASOPS) support, UMTs professional development and sustainment training, mobilization, WAR FIGHTER trace, BOLD SHIFT, and integration of USAR/Active Component (AC) training at local installations. It monitors and reports readiness of USAR UMTs to go to war. It ensures internal control program requirements for USAR UMTs are accomplished. It monitors UMT training activities and schools conducted throughout the Total Army Chaplaincy to ensure the peculiar needs of the RSC UMT and RSC environment are addressed.<sup>29</sup> It also designs and executes an annual training school for all the USAR and Army National Guard (ARNG) UMT members in its regional area. The AGR UMT is especially heavily involved in this "train-the-trainer" event.<sup>30</sup>

The RSC chaplain section also ensures that RSC UMT training meets established standards through implementation and evaluation of results. It ensures all TPU UMTs within the RSC area of operation receive a quarterly newsletter with relevant news from higher headquarters. The chaplain section maintains a current roster of all RSC UMTs. It evaluates all responsibilities and procedures to ensure the paradigm of Total Quality Management (TQM) is implemented.<sup>31</sup>

In the area of pastoral family support, the RSC chaplain section does these things: It provides ministry and pastoral care to headquarters, RSC soldiers, civilians, and families. It executes policy and guidance for ministry to soldiers and families in the RSC. It assists the commander and RSC DCSPER in providing input on family support needs of RSC soldiers, civilians, and their families and ensures the UMTs are providing total army family ministry within the RSC. It ensures that the Quality of Life (QAL) programs of instruction, such as suicide awareness and America's Army Core Values Program, are presented to every soldier in the RSC on a regular basis.<sup>32</sup>

The preceding paragraphs contain quite a bit of information about the many roles, responsibilities, and functions of the RSC chaplain sections. In addition there are countless hours of daily activities that go along with the job which include attending meetings, preparing correspondence, handling phone calls, interfacing with staff sections, handling crises, working on computers, and sorting through additional demands. The AGR UMTs also prepare the chaplain section for unit drill assemblies, integrate the chaplain section missions into the RSC's missions, provide subject matter expertise to the staff chaplain and much more. Active guard/reserve (AGR) unit ministry teams (UMTs) at the RSCs are the ones who help tie all of these things together on a daily basis.<sup>33</sup>

But, that is not the complete issue. Another part of the issue is that RSCs who do not have AGR UMTs cannot ever possibly keep up with all of these requirements that the USARC demands and their RSC soldiers, civilians, and family members deserve. Moreover, all of the other staff sections at the RSCs have full-time (AGR) personnel and are therefore able to stay on top of things daily. Without any AGR UMTs assigned, the staff chaplain's priorities are not represented at meetings and in staff actions.<sup>34</sup>

Research performed with senior USAR chaplains all point to the chasm of mission capabilities between those who have and the have not. This is a very crucial shortcoming since there is ongoing competition for scarce dollars and other resources. The RSC chaplain needs AGR UMTs to fight to insure the RSC UMTs receive their fair share of these resources. Also, the RSC commander needs the influence that the chaplain section offers through having full-time UMT representation on the RSC staff.<sup>35</sup>

The RSC AGR UMTs are essential to help the RSC chaplain sections accomplish their missions. Without RSC AGR UMTs missions are not always done thoroughly and admittedly some of these missions are not done at all. No one can justifiably fault the RSC chaplain sections for this shortfall in mission accomplishment caused by manpower shortages.

Rather, it is the fault of the organization (the USAR) for not providing enough AGR UMTs at all of the RSCs. But, it is not useful to stop here. It is more helpful to change the present status in order to assign AGR UMTs at RSCs as soon as possible.<sup>36</sup>

In conclusion, based on examining the roles, functions, and responsibilities of active guard/reserve UMTs who serve at RSCs that there are sufficient mission requirements to support the need to assign AGR UMTs at all the RSCs. Assigning AGR UMTs at RSCs insures that they will have the religious support they need.

Third, what evidence exists that supports the need for active guard/reserve (AGR) unit ministry teams (UMTs) at regional support commands? The evidence needed to provide the answer comes from research done using three methods: reading historical documents, conducting surveys, and conducting interviews. The following describes what this study revealed through these three means of investigation.

Literature. After conducting research in this topic, the author concluded that there is not another document that ties together all the needed evidence to answer the question: "Are AGR UMTs needed at RSCs?" The author found that while many of the historical documents provide a limited amount of evidence, no one document provides a complete answer to the question and therefore, a gap in literature existed. This study sought to help fill in that gap and provide an answer to the primary research question. The documents used in this investigation are listed in the biography at the end of this study as well as in the literature review found in chapter 2.

Army Regulation 165-1, Chaplain Activities in the United States Army. This regulation supports the assigning of AGR UMTs at RSCs in an indirect way. It identifies reasons why the Army needs chaplains and duties of unit ministry teams (UMTs) because it outlines the requirements of providing worship opportunities, administration, and pastoral care. As the active guard/reserve (AGR) unit ministry teams (UMTs) fulfill their roles, responsibilities, and functions of the at the RSCs this contributes to evidence of why they are strongly needed there.

The AGR UMTs are the chaplain section's full-time staff that insures that the religious and spiritual needs of the RSC are met not just one weekend a month, but on a daily basis.

Army Regulation 165-20, *Duties of Chaplains and Responsibilities of Commanders*.

This regulation also supports the assigning of AGR UMTs at RSCs in an indirect way. Since regional support commands are considered as reserve installation headquarters, this regulation supports the reason why regional support command commanders need their UMTs to fulfill the religious support mission of the command at regional support commands. Since the RSC functions on a daily basis, personnel in each section must conduct daily business. Hence, AGR UMTs are needed at RSCs.

From a pastoral care perspective, the full-time soldiers, civilians, and family members often can not wait until a drill weekend to deal with life's problems by the drilling reserve chaplain. Life does not happen just on weekends. Situations such as crisis counseling, funerals, suicide intervention require instant care by on-site, full-time, qualified, and trained military chaplains and their assistants.

The RSC AGR UMTs are the soldiers who serve in a full-time capacity to address these important needs.

Field Manual 16-1, *Religious Support*. This has direct bearing upon the AGR UMTs' role in providing religious support because the RSC AGR UMTs follow the doctrinal principles outlined in FM 16-1. In doing so, AGR UMTs unify the RSC chaplain section with the prescribed guidance from senior USAR Chaplain Corps leadership and the directions from the Army Chief of Chaplains. The RSC AGR UMTs are needed at RSCs in order to blend the functions of the RSC chaplain section with the actions of the USAR and active component chaplains and chaplain assistants across the Army. This is needed as the Army, the USAR, as well as, the Army Chaplain Corps strive together to create a seamless Army Chaplain Corps.

The USARC 1997 Manpower Survey analyzed the manpower at all the RSCs, including UMTs, to determine if the right number of people were assigned to the RSCs.<sup>37</sup> The survey results would indicate any need to make changes based on mission workload. The results were highly favorable to the UMTs in all of the RSCs. The survey showed a difference between the current authorized strength of AGR UMTs at RSCs and the proposed changes in AGR UMT authorizations. None of the RSCs needed to lose AGR personnel authorizations. On the contrary, the manpower survey results verify that AGR UMTs are needed at all of the RSCs.

The analysis of the manpower survey shows that all ten RSCs require AGR chaplains and four require chaplain assistants. The question is thus raised, What about authorizations for these requirements? More research led to some important discoveries potentially affecting upon the future of AGR UMTs assigned at RSCs. Contacts at USARC Chaplains Office indicate that, in fact, many of these changes will become reality in Fiscal Year 1999 as more RSCs will gain AGR chaplains and some will gain AGR chaplain assistants.<sup>38</sup>

It is not yet clear how many RSCs will actually receive AGR UMTs in FY99 but it may happen. Early estimates from USARC indicate that it is possible that all RSCs will have at least an AGR chaplain and some will gain an AGR chaplain assistant. One reason for believing that this may become true is the USAR is projecting a gain of about 1,000 more AGR authorizations for FY99. With additional funding that provides for more AGR soldiers, some new authorizations will be for AGR UMT personnel. Thus, the four RSCs who do not have AGR UMT personnel will likely gain chaplain personnel to fill newly authorized positions.<sup>39</sup>

At this point in time, it remains unclear as to how many additional chaplain assistants will enter the AGR program to fill RSC positions. USARC hopes that at least two more chaplain assistants will enter the program and serve at RSCs. The good news is that there may be a chaplain at each of the ten RSCs. The bad news is that not all chaplains will have a chaplain assistant to help with the administrative workload.<sup>40</sup>



Letters, Memorandums and Supporting Statements. These documents all directly support the need for assigning AGR UMTs at RSCs because they contain convincing and clear examples of why this need exists. The following is a discussion about each one of these writings.

Active Guard/Reserve (AGR) Unit Ministry Team (UMT) Authorizations. This document supports the need for assigning active guard/reserve unit ministry teams at additional regional support commands. It is a memorandum signed by, major General James M. McDougal, Commanding General, 90th Regional Support Command, dated 31 August 1998. The 90th RSC has an active guard/reserve chaplain assigned, but no AGR chaplain assistant.

The opening paragraph reveals some initial doubts about the need for AGR UMTs at RSCs when he wrote, "When the concept first surfaced for placing an AGR chaplain at the newly-formed Regional Support Commands, several senior staffers expressed concern that employing a full-time chaplain might not be making optimal use of available authorizations. However, I now have the perspective of looking back over two and a half years of our AGR chaplain's ministry here in this RSC headquarters."<sup>41</sup> The General is now convinced that an AGR UMT is needed.

The commander goes on to write about the AGR chaplain's contributions to the command through pastoral care, family support, and much more. The commander also states that he "could accomplish even more with the authorization of a chaplain assistant, thus making a complete unit ministry team."<sup>42</sup> General McDougal wrote that his AGR chaplain enhancing readiness in his command and recommends that other RSCs have both an AGR chaplain and chaplain assistant assigned at each RSC headquarters' authorized manning. AGR UMTs at their commands to enhance readiness. This memorandum clearly supports assigning AGR UMTs at RSCs.

AGR Good News Story. Written on 9 September 1998, by Chaplain (Colonel) Gary N.

Johnston, 99th RSC Staff Chaplain, this memorandum describes concrete examples of the superb religious support provided by the AGR chaplain at his regional support command.

Chaplain Johnston praises the AGR chaplain's work in providing quality pastoral ministry, performing administration/managing resources, and doing routine and competent staff-work at his RSC. Although this literature may be seen as having a strong bias towards assigning an AGR UMT at the RSCs, because having an AGR chaplain lightens the load of the staff chaplain, it speaks to the specific roles, functions and responsibilities of his AGR chaplain. His statements support the need for an AGR UMT at his regional support command and throughout the USAR.

An excerpt from this memorandum provides us another example of why an AGR chaplain is needed at the RSC. The context was in a situation when the 99th RSC AGR Chaplain assisted a reserve chaplain living within the RSC area. The AGR chaplain assisted the reservist by "guiding the chaplain through the process of C&GSC enrollment, review his personnel information and assist in making corrections as well as suggestions for submission to the board. She put the chaplain in contact with TPU commanders and MSC (major subordinate command) chaplains of the 99th who may have a vacancy in the next few months. These actions require a knowledge of the Chaplain technical chain of command, awareness of the career educational needs of the chaplain, specific information about points-of-contact for 99th RSC chaplain assignments, and appropriate interpersonal/helping skills. Failure to respond appropriately to a situation like the one described may have resulted in the loss of a valuable chaplain asset to the USR community."<sup>43</sup> This series of actions are a good example of the value of assigning AGR chaplains at RSCs in terms of readiness and retention.

Active Guard/Reserve (AGR) Unit Ministry Team (UMT) Authorizations. Chaplain (Lieutenant Colonel), Alan M. Koller, 77th RSC Command Staff Chaplain, cites the "great contributions that the AGR unit ministry team makes to (his) command."<sup>44</sup> The RSC staff chaplain who authored this memo states clearly that he sees his AGR chaplain as providing timely pastoral care, doing staff work and performing a host of other functions in his RSC.

Chaplain Koller points out that "In addition to the large amount of administrative work required by an RSC, the AGRs are involved in the day to day life of the headquarters. They minister to full-timers (both military and civilian), reservists, providing ministry that knows no time restraints."<sup>45</sup> This shows that the AGR UMTs are needed at RSCs for daily activities.

This chaplain is convinced that RSC AGR UMTs are "indispensable to this Command. Without them our ministry would greatly suffer."<sup>46</sup> From this, one can make the analogy that since all the RSCs have the same basic mission requirements; those RSCs without AGR UMTs do suffer in terms of mission capability.

USARC, AGR Unit Ministry Team (UMT) Requirements and Authorizations. This is a decision memorandum that the USARC Command Chaplain, Chaplain (Colonel) Doug Lee, wrote on 10 September 1998, requesting approval by the Commanding General of the United States Army Reserve Command (USARC). The memorandum had a threefold purpose: First, to request authorizations for five RSC (AGR) chaplain positions and one AGR Installation Chaplain position. Second, To establish nine RSC AGR chaplain assistant requirements and authorizations. Third, To enhance USAR, UMT's and unit readiness.

This memorandum cites coordination between Colonel Westcott (USARC DCSFOR) and Chaplain (Colonel) Racster (Army Chief of Chaplains Office) regarding meeting the needs of the Army Reserve and the missions of the RSCs. Chaplain Lee specifically cites reasons for the need for AGR UMTs at all of the RSCs. Also, the memorandum's attachments include supporting statements for this decision from the U.S. Army Deputy Chief of Chaplains, the Special Assistant

to the Chief of Chaplains for Reserve Affairs, Reserve Advisor to the Chief of Chaplains, the Army Reserve Personnel Command (AR-PERSCOM) Staff Chaplain, and three RSCs. These support the need of AGR UMTs at all RSCs and requests authorizations to assign AGR chaplains and chaplain assistants at all RSCs including the newly activated 65th RSC that raised the number of RSCs to eleven.

AGR Unit Ministry Team Authorizations at RSC Level. On 9 September 1998, Major General William J. Collins Jr. wrote an endorsement to the idea of acquiring authorizations for additional RSCs to have AGR UMTs. He stated that he sees his AGR unit ministry team as a valuable asset in his RSC. He recommends "that an AGR chaplain and assistant be an integral part of each regional support commands headquarters' authorized manning."<sup>47</sup> In doing so, he informs readers that assigning AGR UMTs at RSCs is a good idea across the entire USAR. Throughout these papers are praises of the high quality service of these active guard/reserve unit ministry teams in performing their jobs. The writers are unanimous in declaring that the need for assigning AGR UMTs at RSCs is real, proven by three years of experience and observations. The authors wrote that AGR UMTs definitely ought to be in place in every RSC. These documents all point to support the need for assigning AGR UMTs at RSCs.

Theses. Two theses that relate to the research question are *The Chaplain as Personal/Special Staff Officer* and *The Religious Support System of the United States Army*. These offer a wide background of information to the UMT roles, functions, and responsibilities of UMTs. Analysis of these references reveals limited support to the need for AGR UMTs at RSCs.

Survey Analysis. The survey analysis addresses the following aspects: The research design, responses from RSCs who participated in the survey and a discussion of each of the fifteen questions and a conclusion based on the survey results. The survey instrument was discussed in depth in chapter 3, "Methodology." Refer to appendix B for a copy of the survey and appendix C for the compiled survey results of all fifteen questions.

The intent of the research design was to survey persons regarding their perceptions on the need to assign AGR UMTs at RSCs. This called for surveying five out of the ten RSCs. A goal was to survey primarily those RSCs with AGR UMTs assigned because these RSCs could answer the questions out of experience.

A copy of the survey was sent to each chaplain section, also known as the unit ministry team (UMT), in all ten RSCs via e-mail and U.S. Postal Service. A letter accompanied the survey explaining to the chaplain section that the goal was to survey approximately four people in each of the five categories who work in their RSC. The total number of people surveyed in each RSC would equal approximately twenty. See appendix A.

Representatives from each chaplain section made photocopies of the survey and gave the surveys to approximately four people, in each of the five categories, for a total of twenty instruments for each RSC. The UMTs administering the survey randomly selected persons within each category to survey. The UMTs collected the surveys and returned them to the author. Thus, the author is grateful for the needed help that the RSCs provided in administering these surveys.

Six out of ten RSCs responded to the request for help in conducting the research. Four of the five RSCs with AGR UMTs assigned did complete and return the survey on time. These included the 81st, 88th, 90th, and the 99th RSCs. One RSC (63rd) without any AGR UMTs assigned administered the surveys and returned them to the author. Another RSC (77th) returned their data too late for inclusion in the statistical analysis. The total number of RSCs responding was six. However, the research analysis includes only five of the RSCs. Each of the five RSCs returned between sixteen and twenty surveys each. The total number of useable survey responses received was 93 from the five RSCs included in the study. This was sufficient to make a thorough analysis and to reach a conclusion about the perceptions of personnel assigned to RSCs.

A discussion on each question follows.

Table 1. The ninety-three surveys were divided and grouped according to question number 1: What is your status? The five categories were command group, AGR, GS civilian, drilling reservist, and UMT. The purpose was twofold:

First, the survey would reach about four persons in each of the five categories in each RSC. Taking this number and adding together each similar category from all the RSCs responding, would give a cross section of responses. The intent to avoid surveying heavily one group in all the RSCs, such as only drilling reservists or only UMTs. The second reason to group similar positions together was to see if any group(s) would answer the same way on the questions. This would identify whether any trends between the participating groups in their responses.

The breakdown of survey responses by each category is seen in table 1. Note that the data reflects five of the ten RSCs responding. The minimum number of surveys received per RSC was sixteen and the maximum number of surveys from each RSC was twenty. Total number of surveys received was ninety-three. The number of people per group ranged from a low of fifteen (UMT members) to a high of twenty-six (drilling reservists). This difference is acceptable and is a better collection of data than originally intended since there are more drilling reservists in the USAR than there are persons in any other category. There appears to be an adequate distribution of survey participants that provide acceptable random sampling of data.

<p><b>Table 1</b></p> <p><b>Survey Responses</b></p>		
<b># Surveys</b>	<b>%</b>	<b>Category</b>
20	22 %	Command Group
16	17 %	AGR
26	28 %	Drilling Reservist
16	17 %	GS Civilian
15	16 %	UMT Member
<b>93</b>	<b>100 %</b>	<b>Totals</b>

Table 2: My Regional Support Command (RSC) has an AGR chaplain assigned. This was a test of knowledge question. The research intent was to assess the awareness of the various categories of RSC members as to their knowledge about having an AGR chaplain assigned to their command. Each group's response identified the participants' knowledge of the assignment of an AGR chaplain to their RSC. This question helps lay a foundation for the validity of the remainder of the answers because it is possible to then compare these answers with the answers to the question about the need for both a chaplain and an assistant.

The results of table 2 closely matched the actual situations in the RSCs. The 19 respondents (20 %) who answered no did so because they were in a RSC without an AGR chaplain. One out of the five responding RSCs (20 %) does not have an AGR chaplain. Only one person did not know the answer. The seventy-three people (79 %) who answered yes did so accurately and are in RSCs that have AGR chaplains assigned. The results of this survey question suggest that persons working in RSCs know if there is an AGR chaplain assigned.

<p><b>Table 2</b></p> <p><b>My Regional Support Command (RSC) has an AGR chaplain assigned</b></p>					
<u>Category</u>	<u>Yes</u>	<u>No</u>	<u>I do not know</u>	<u>Nonusable answers</u>	<u>Total</u>
<b>Command Group</b>	75 % (15)	25 % (5)	0	0	(20)
<b>AGR</b>	75 % (12)	25 % (4)	0	0	(16)
<b>Drilling Reservist</b>	65 % (17)	31 % (8)	4 % (1)	0	(26)
<b>GS Civilian</b>	94 % (15)	6 % (1)	0	0	(16)
<b>UMT Member</b>	93 % (14)	7 % (1)	0	0	(15)
<b>Total</b>	79 % (73)	20 % (19)	1 % (1)	0	(93)

Table 3: My Regional Support Command (RSC) has an AGR chaplain assistant assigned.

The research intent was to assess the awareness of the various RSC members as to their knowledge about having an AGR chaplain assistant assigned to their command. Answers identified participants' knowledge regarding the assignment an AGR chaplain assistant to their RSC. These answers will be compared with responses from number 6 that ask if there is both a chaplain and an assistant assigned. This will demonstrate consistency, or inconsistency, of the responses to the questions and thus helping to evaluate the validity of the answers. It may also reveal a particular group's knowledge regarding having an AGR chaplain assistant at their RSC.

The forty-three respondents (46 %) who answered no did so because many were in a RSC without an AGR chaplain assistant. The forty-two people (45 %) answering yes matches the present situation of only a few AGR chaplains assigned in the RSCs. Nine percent (8 people) did not know the answer. The group with the least knowledge was the drilling reservists with 19 % (five people) marking they did not know the answer. The data suggests that most people (91 %) assigned in the RSCs are aware of whether or not there is an AGR chaplain assistant assigned.

<p><b>Table 3</b></p> <p><b>My RSC has an AGR chaplain assistant assigned</b></p>					
<u>Category</u>	<u>Yes</u>	<u>No</u>	<u>I do not know</u>	<u>Nonusable answers</u>	<u>Total</u>
<b>Command Group</b>	40 % (8)	60 % (12)	0	0	(20)
<b>AGR</b>	37.5% (6)	50 % (8)	12.5 % (2)	0	(16)
<b>Drilling Reservist</b>	39 % (10)	42 % (11)	19 % (5)	0	(26)
<b>GS Civilian</b>	63 % (10)	31 % (5)	6 % (1)	0	(16)
<b>UMT Member</b>	53 % (8)	47 % (7)	0	0	(15)
<b>Total</b>	45 % (42)	46 % (43)	9 % (8)	0	(93)



Table 4: My regional support command (RSC) needs an AGR chaplain assigned. This was the first opinion question asked in the survey. The research intent of this question was to assess the perception of the various RSC members about the need for an AGR chaplain at their command headquarters. The answers identified participants' opinion regarding the need for an AGR chaplain in the RSC. This question is a direct question regarding the need for AGR UMTs at RSCs and thus directly ties into the primary research question. It also links to the next question regarding the need for AGR chaplain assistants.

All categories reported that RSCs need an AGR chaplain. Data shows that 54 % agree while only 32 % do not agree. The command group respondents, the UMTs, and the AGR soldiers were most in favor of this. The drilling reservists and civilians were almost evenly split in their answers with a few undecided. Part of the explanation might be that the UMTs as well as the command group personnel realize the impact of having an AGR UMT assigned in the RSC more so than the other categories of personnel responding. While this might be true, it was not directly verified in this survey. Comments from question 15 may shed more light on this subject.

<p><b>Table 4</b></p> <p><b>My RSC needs an AGR chaplain assigned</b></p>					
<u>Category</u>	<u>Yes</u>	<u>No</u>	<u>I do not know</u>	<u>Nonusable answers</u>	<u>Total</u>
<b>Command Group</b>	70 % (14)	10 % (2)	15 % (3)	5 % (1)	(20)
<b>AGR</b>	50 % (8)	37.5% (6)	0	12.5 % (2)	(16)
<b>Drilling Reservist</b>	46 % (12)	42 % (11)	8 % (2)	4 % (1)	(26)
<b>GS Civilian</b>	37 % (6)	44 % (7)	19 % (3)	0	(16)
<b>UMT Member</b>	67 % (10)	27 % (4)	0	6 % (1)	(15)
<b>Total</b>	54 % (50)	32 % (30)	9 % (8)	5 % (5)	(93)

Table 5: My regional support command (RSC) needs an AGR chaplain assistant assigned. The research intent here was to assess the perception of the RSC members about needing an AGR chaplain assistant assigned to their command headquarters. The answer identified the survey participants' opinion regarding whether or not an AGR chaplain assistant was needed in their RSC. This question may show the bias of a particular group. In other words, some persons working in the RSCs may suspect that hiring an AGR chaplain assistant may threaten their own job security and thus, answer that an AGR assistant is not needed at RSCs.

All categories reported that their RSC needs an AGR chaplain assistant. Collectively, 56 % agreed while only 22 % did not agree. Most categories strongly were in favor of assigning a chaplain assistant. Only one category, civilians, had split responses; although they too, favored a yes response. Note that 18 % of respondents did not know the answer to this question that is twice the number of those who did not know whether or not their RSC needed an AGR chaplain. It appears that the active guard/reserve chaplain assistants are less well known in the RSCs than active guard/reserve chaplains are. The design of this research did not reveal why this is the case.

<p><b>Table 5</b></p> <p><b>My RSC needs an AGR chaplain assistant assigned</b></p>					
<u>Category</u>	<u>Yes</u>	<u>No</u>	<u>I do not know</u>	<u>Nonusable answers</u>	<u>Total</u>
<b>Command Group</b>	55 % (11)	15 % (3)	30 % (6)	0	(20)
<b>AGR</b>	62.5% (10)	19 % (3)	12.5% (2)	6 % (1)	(16)
<b>Drilling Reservist</b>	50 % (13)	23 % (6)	19 % (5)	8 % (2)	(26)
<b>GS Civilian</b>	44 % (7)	31 % (5)	25 % (4)	0	(16)
<b>UMT Member</b>	73 % (11)	20 % (3)	0	7 % (1)	(15)
<b>Total</b>	56 % (52)	22 % (20)	18 % (17)	4 % (4)	(93)

Table 6: My Regional Support Command (RSC) has both an AGR chaplain and an AGR chaplain assistant assigned. This was a test of knowledge question like questions 1 and 2. A comparison may be made to see if there is consistency between the responses to these three questions. The research intent was to assess the awareness of the various RSC members as to their knowledge about having both an AGR chaplain and a chaplain assistant assigned to their command. The answer identified the participants' knowledge on the assignment of an active guard/reserve chaplain and an active guard/reserve chaplain assistant to their RSC.

Currently, only two out of the five (40 %) of the RSCs have both an AGR chaplain and an AGR chaplain assistant assigned. So, the 43 percent of the total responses to this question indicating yes match the facts. Some deviation from the 40 % is because the amount of surveys returned from RSCs with both AGR personnel, and those without, varied per respondent category. For example, more surveys done by drilling reservists came from RSCs without both UMT members, thus lowering the yes and raising the no responses. It is consistent with questions 1 and 2 that 9 % of RSC people did not know the answer to this question.

<p><b>Table 6</b></p> <p><b>My RSC has both an AGR chaplain and an AGR chaplain assistant assigned</b></p>					
<u>Category</u>	<u>Yes</u>	<u>No</u>	<u>I do not know</u>	<u>Nonusable answers</u>	<u>Total</u>
<b>Command Group</b>	45 % (9)	55 % (11)	0	0	(20)
<b>AGR</b>	37 % (6)	50 % (8)	13 % (2)	0	(16)
<b>Drilling Reservist</b>	31 % (8)	50 % (13)	19 % (5)	0	(26)
<b>GS Civilian</b>	56 % (9)	38 % (6)	6 % (1)	0	(16)
<b>UMT Member</b>	53 % (8)	47 % (7)	0	0	(15)
<b>Total</b>	43 % (40)	48 % (45)	9 % (8)	0	(93)

Table 7: My regional support command (RSC) needs both an AGR chaplain and an AGR chaplain assistant assigned. This was the third opinion question asked in the survey. The intent was to assess the perception of the RSC members about the need for both AGR UMT members assigned to their command headquarters. This answer was compared against the previous questions (4 and 5) which asked about the need for just one or the other. The answer given was from the opinion of the survey participants about whether or not both are needed in their RSC.

Data from all categories, except one, reported that their RSC needs both an AGR chaplain and an AGR chaplain assistant. In sum, 55 % agreed while only 27 % did not agree. Both numbers are consistent with the yes and no responses tallied in questions 4 and 5. For example, 54 % said yes to needing an AGR chaplain, 56 % said yes to an assistant, while 55 % claimed that the RSC needs both. Collectively, only 14 % do not know. Question 7 supports the congruity of the answers received and implies that most people in RSCs believe that AGR chaplains assistants are needed at their RSCs. This finding provides support for the primary research question.

<p><b>Table 7</b></p> <p><b>My RSC needs both an AGR chaplain and an AGR chaplain assistant assigned</b></p>					
<u>Category</u>	<u>Yes</u>	<u>No</u>	<u>I do not know</u>	<u>Nonusable answers</u>	<u>Total</u>
<b>Command Group</b>	55 % (11)	15 % (3)	30 % (6)	0	(20)
<b>AGR</b>	56 % (9)	31 % (5)	6 % (1)	6 % (1)	(16)
<b>Drilling Reservist</b>	58 % (15)	27 % (7)	11 % (3)	4 % (1)	(26)
<b>GS Civilian</b>	31 % (5)	50 % (8)	19 % (3)	0	(16)
<b>UMT Member</b>	73.3% (11)	13.3% (2)	0	13.3 % (2)	(15)
<b>Total</b>	55 % (51)	27 % (25)	14% (13)	4 % (4)	(93)

Table 8: The RSC unit ministry team (UMT) does the kind of work that only the UMT is best suited for. The intention was to assess the perception of the RSC members about the type of work the RSC UMT does. This question would reveal whether or not RSC personnel believed that people other than UMTs are suited to do the UMTs' work. It may be helpful to compare the responses to this question with responses to questions asking about AGR UMTs and other FTUS personnel doing the UMT work in order to compare opinions of survey participants.

Nearly three out of four answers to question 8 were yes. This suggests that three-fourths of RSC personnel believe that UMTs are needed because the UMT is best suited for that work. It makes sense that most UMT responses (93 %) were a yes because they know what it takes to do their work. Only 6 % gave no answers which shows that few people think that other people can do the UMT work. Notice that 22 % checked I do not know. This shows that almost a quarter of the surveyed population do not know what the UMT work involves. Answers to question 8 suggest that RSC people in all categories (command group, AGR, drilling reservists, GS Civilians, and UMT members) may believe that UMTs are needed at the RSCs.

<p><b>Table 8</b></p> <p><b>My RSC Unit Ministry Team does the kind of work that only the UMT is best suited for</b></p>					
<u>Category</u>	<u>Yes</u>	<u>No</u>	<u>I do not know</u>	<u>Nonusable answers</u>	<u>Total</u>
<b>Command Group</b>	75 % (15)	15 % (3)	10 % (2)	0	(20)
<b>AGR</b>	50 % (8)	0	50 % (8)	0	(16)
<b>Drilling Reservist</b>	69 % (18)	8 % (2)	23 % (6)	0	(26)
<b>GS Civilian</b>	75 % (12)	0	25 % (4)	0	(16)
<b>UMT Member</b>	93 % (14)	7 % (1)	0	0	(15)
<b>Total</b>	72 % (67)	6 % (6)	22 % (20)	0	(93)

Table 9: The UMT work must get done. The intent here was to assess the perception of the RSC members about the necessity of completing the work the RSC UMT does. This question would reveal whether or not RSC personnel believe that the UMTs need to complete their work. If UMTs are needed at RSCs (Yes, according to question 8), and the work must be done (question 9), then some follow-on questions are needed regarding who is needed to complete the work? The answers to this question may help establish the argument of the UMT workload as a substantial justification for assigning AGR UMTs.

Almost 90 % of the answers to question 9 were yes. Only one person said no. Eleven percent of participants were unsure. This suggests that 9 out of every ten RSC personnel believe that UMTs work must be done. The next series of questions examine participants' responses concerning who is most qualified to perform UMT tasks: drilling reservists or AGR UMTs. The author projected that the AGR UMT personnel would not support having drilling reservists perform these duties due to personal biases. However, the data suggests the majority of responses also support this position.

<p><b>Table 9</b></p> <p><b>The UMT work must get done</b></p>					
<u>Category</u>	<u>Yes</u>	<u>No</u>	<u>I do not know</u>	<u>Nonusable answers</u>	<u>Total</u>
<b>Command Group</b>	85 % (17)	0	15 % (3)	0	(20)
<b>AGR</b>	75 % (12)	0	25 % (4)	0	(16)
<b>Drilling Reservist</b>	96 % (25)	0	4 % (1)	0	(26)
<b>GS Civilian</b>	81 % (13)	6 % (1)	13 % (2)	0	(16)
<b>UMT Member</b>	100 % (15)	0	0	0	(15)
<b>Total</b>	88 % (82)	1 % (1)	11 % (10)	0	(93)

Table 10: An AGR UMT is needed to complete the RSC Mission. The intent here was to assess the perception of the RSC personnel about the necessity of having an AGR UMT to complete the RSC UMT mission. This question attempts to discover whether or not RSC people thought the UMT work was important enough to warrant an AGR UMT. The answer to this question may establish the argument of the UMT workload as a tangible explanation for assigning AGR UMTs at the ten RSCs. A yes response to this question suggests support for the primary research question, which focuses upon the need for AGR UMTs at RSCs.

Answers to question 10 were 68 % yes and 7 % said no. Nearly one quarter (24 %) of respondents did not know. Thus, about seven out of every ten RSC personnel concur that AGR UMTs are needed to complete the UMT work. It makes sense that 100 % of the UMT responses stated yes because they know the need for AGR UMTs at RSCs to complete what UMTs must do. The 70 % yes answers may indicate that the RSC command group personnel are in a position to better understand the benefits of AGR UMTs at the RSCs, since the command groups look at the entire RSC missions and capabilities, more so than the individual staff sections.

<p><b>Table 10</b></p> <p><b>An AGR UMT is needed to complete the RSC Mission</b></p>					
<u>Category</u>	<u>Yes</u>	<u>No</u>	<u>I do not know</u>	<u>Nonusable answers</u>	<u>Total</u>
<b>Command Group</b>	70 % (14)	10 % (2)	20 % (4)	0	(20)
<b>AGR</b>	62.5% (10)	0	37.5% (6)	0	(16)
<b>Drilling Reservist</b>	58 % (15)	8 % (2)	30 % (8)	4 % (1)	(26)
<b>GS Civilian</b>	56 % (9)	19 % (3)	25 % (4)	0	(16)
<b>UMT Member</b>	100 % (15)	0	0	0	(15)
<b>Total</b>	68 % (63)	7 % (7)	24 % (22)	1 % (1)	(93)

Table 11: Drilling reservists UMTs can, and have time to, do all the RSC UMT work. The intent was to assess the perception of the RSC personnel about the drilling reservist UMTs ability to complete the work of the RSC UMT. This is one of a few questions regarding who is needed to complete the UMT work. The answers may establish the claim that the UMT workload is genuine grounds for assigning AGR UMTs at the ten RSCs.

Sixty-nine percent of the answers to question 11 were no and a relatively small 6 % said yes. One-quarter (25 %) of respondents who did not know. Thus, about seven out of every ten RSC personnel believe that drilling reservist UMTs are not able to and do not have enough time to complete the UMT work. Note that 100 % of the UMT responses stated no. This might be because they know that they can not adequately complete all what UMTs must do without AGR assistance. Or, it might be tied in with a sense of job security. Nonetheless, the demands are just too many to accomplish on drill weekends alone.<sup>48</sup> Answers to question 11 confirm that RSC personnel in all categories think that they need AGR UMTs to get the RSC UMT job done.

<p><b>Table 11</b></p> <p><b>Drilling Reservists UMTs can, and have time to, do all the RSC UMT work</b></p>					
<u>Category</u>	<u>Yes</u>	<u>No</u>	<u>I do not know</u>	<u>Nonusable answers</u>	<u>Total</u>
<b>Command Group</b>	5 % (1)	90 % (18)	5 % (1)	0	(20)
<b>AGR</b>	0	44 % (7)	56 % (9)	0	(16)
<b>Drilling Reservist</b>	12 % (3)	65 % (17)	23 % (6)	0	(26)
<b>GS Civilian</b>	12 % (2)	44 % (7)	44 % (7)	0	(16)
<b>UMT Member</b>	0	100 % (15)	0	0	(15)
<b>Total</b>	6 % (6)	69 % (64)	25% (23)	0	(93)



Table 12: Other FTUS personnel have the time to all the UMT work. The intent was to assess the perception of the RSC personnel about other full-time unit support (FTUS) personnel to complete the work of the RSC UMT. This is one of a few questions regarding who is needed to complete the UMT work. This question unearths thoughts that non-AGR UMT personnel might have time to do the UMT work. The answers suggest the claim that the UMT workload is an unquestionable basis for assigning AGR UMTs at the ten RSCs.

Seventy-four % of the answers to question 12 were no and a very small three percent said yes. Not quite one quarter (21 %) of respondents did not know the answer. This uncertainty continues to run 20-25 % in the questions about whom will do the UMT work. Thus, about 74 % of RSC personnel indicated that other FTUS personnel are not able to do the UMT work due to time constraints. It supports the conclusion that only AGR UMTs are able to complete UMT work. Question 12 ties in with the next question about other FTUS personnel having the “ability” to do the UMT work. Together they attempt to cover some of the possible choices of who will do the UMT work at the RSCs.

<p><b>Table 12</b></p> <p><b>Other FTUS personnel have the time to all the UMT work</b></p>					
<u>Category</u>	<u>Yes</u>	<u>No</u>	<u>I do not know</u>	<u>Nonusable answers</u>	<u>Total</u>
<b>Command Group</b>	0	75 % (15)	25 % (5)	0	(20)
<b>AGR</b>	0	69 % (11)	31 % (5)	0	(16)
<b>Drilling Reservist</b>	7.5 % (2)	73 % (19)	12 % (3)	7.5 % (2)	(26)
<b>GS Civilian</b>	6 % (1)	56 % (9)	37 % (6)	0	(16)
<b>UMT Member</b>	0	100 % (15)	0	0	(15)
<b>Total</b>	3 % (3)	74 % (69)	21 % (19)	2 % (2)	(93)

Table 13: Other FTUS personnel are able to do the all the UMT work. The intent here was to tie in with the previous question about other FTUS personnel having the “time” to do the UMT work. The question intends to uncover possible thoughts regarding non-AGR UMT personnel maybe having the “ability” to do the UMT work -- especially the unique training and skills of an ordained clergy member (chaplain). The answers here provide support to the declaration that the type of UMT workload is an irrefutable reason for assigning AGR UMTs at the ten RSCs.

Sixty-nine percent of the answers to question 13 were no and five percent said yes. Almost one quarter (21 %) of respondents did not know the answer. The results show 69 % of RSC personnel believe that other FTUS personnel are not able to do the UMT work. All surveyed UMT personnel affirmed this position. Link this with the previous question and it is said that other FTUS personnel do not have the time, or are able to do the work of the UMTs. This further suggests that no one else except AGR UMTs are able to complete UMT work.

<p><b>Table 13</b></p> <p><b>Other FTUS personnel are able to do the all the UMT work</b></p>					
<u>Category</u>	<u>Yes</u>	<u>No</u>	<u>I do not know</u>	<u>Nonusable answers</u>	<u>Total</u>
<b>Command Group</b>	5 % (1)	65 % (13)	30 % (6)	0	(20)
<b>AGR</b>	6 % (1)	63 % (10)	31 % (5)	0	(16)
<b>Drilling Reservist</b>	8 % (2)	65 % (17)	12 % (3)	15 % (4)	(26)
<b>GS Civilian</b>	6 % (1)	63 % (10)	31 % (5)	0	(16)
<b>UMT Member</b>	0	93 % (14)	0	7 % (1)	(15)
<b>Total</b>	5 % (5)	69 % (64)	21 % (19)	5 % (5)	(93)

Table 14: TPU reservists do have the time to do all the UMT work. The intent was to tie in with the previous questions about thoughts that drilling reservists, also known as TPU soldiers, might have “time” to do all the UMT work. Some people argue the claim that reservists have too much to do on drill weekends and therefore assert that they need full-time help to get all their work done. The answers suggest that the amount of UMT workload is a determining purpose for assigning AGR UMTs at the ten RSCs. Together with other questions, a case is made for the need for AGR UMTs.

Seventy-four percent of the answers to question 14 were no and 5 % said yes. Roughly, one quarter (20 %) of respondents checked I do not know. The results show 74 % of RSC personnel concur that TPU reservists are not able to do the UMT work due to time limitations. All categories of survey respondents shared the same opinion that this is the case. If we tie together the answers of who has the time and ability to complete the UMT work, only one answer exists among all categories. The survey data from the RSCs jointly suggests that the AGR UMTs are needed to do the work at the RSC.

<p><b>Table 14</b></p> <p><b>TPU reservists do have the time to do all the UMT work</b></p>					
<u>Category</u>	<u>Yes</u>	<u>No</u>	<u>I do not know</u>	<u>Nonusable answers</u>	<u>Total</u>
<b>Command Group</b>	10 % (2)	80 % (16)	10 % (2)	0	(20)
<b>AGR</b>	0	50 % (8)	50 % (8)	0	(16)
<b>Drilling Reservist</b>	3.8 % (1)	84.6% (22)	7.7 % (2)	3.8 % (1)	(26)
<b>GS Civilian</b>	12.5% (2)	50 % (8)	37.5% (6)	0	(16)
<b>UMT Member</b>	0	100 % (15)	0	0	(15)
<b>Total</b>	5 %(5)	74 %(69)	20 %(18)	1 %(1)	(93)

Question 15 was, What other reasons would you have for needing or not needing AGR UMTs at RSCs? (See appendix C.) The intent behind this question was to create an open-ended question that would allow survey participants the opportunity to state their opinions on their views of assigning AGR UMTs at RSCs. In doing, so people could give their support or refutation of the concept.

The answers strongly supported (100 %) assigning AGR UMTs at RSCs. There were no comments written that even hinted towards opposition. The author was very surprised to find zero disagreement to assigning AGR UMTs at RSCs. The only survey comment that came close to disagreeing was that one person stated "one is sufficient". However, that comment was strongly counterbalanced by many statements supporting the assigning of both an AGR chaplain and an AGR chaplain assistant at the RSCs.

Out of the ninety-three surveys used in this research, forty had written comments. Two surveys had comments that were non-appropriate to the survey itself and therefore, were excluded from use in this thesis. There are a total of thirty-eight comments found in Appendix 3 listed for reading as follows: The command group provided five comments. The AGR soldiers gave nine comments. Drilling reservists wrote eleven comments. GS civilians furnished five comments. The UMT members provided eight comments. These comments supported the trends found in the responses.

A recurring theme was that the USAR is a full-time operation, not just a weekend job. Cited was the need for RSC AGR UMTs available to handle soldier and family problems, provide spiritual support, handle emergency crises, and the like that happen during the week. Many statements brought up the need for pastoral care to the FTUS personnel in the command. With the demands upon the full-time staff, there exists a legitimate need for AGR chaplains and their assistants to develop pastoral relationships. Further, there is a need for spiritual and personal guidance at the RSCs to minimize stress among the full-time staff (both military and civilian).

Another recurring theme among comments spoke to the vast area that the RSC covers and all the units and soldiers within the command. AGR UMTs are needed to assist the command with a need to coordinate branch specific training, career management; necessary to fulfill staff functions and more work particular to the needs of the UMTs assigned within the RSCs.

Conclusion. The surveys reveal a strong consensus among those who serve in the RSCs that there is a need for AGR UMTs at RSCs. The results were all in favor of the argument.

The survey questions supported the need for AGR UMT members at the RSCs. The participants were fairly evenly divided among command group, AGR soldiers, drilling reservists, GS civilians, and UMT members. The participants supported the need for AGR UMT chaplains and assistants at RSCs.

The surveys reveal that the majority of RSC staff members know if they have an AGR chaplain or AGR chaplain assistant, or both assigned. The majority also share the opinion that the RSCs need AGR UMTs.

The results indicate that most persons working in RSCs perceive that the UMT work must be done and that the RSC UMT does the kind of work that only the UMT is best to do; nor are other FTUS personnel able to do all the UMT work. They also acknowledge that drilling reserve UMTs and other FTUS personnel do not have the time to do this work. Together the results suggest that an AGR UMT is needed at RSCs to do the work that is required.

Interviews. Interviews proved very helpful to uncover the history and the projected future of AGR UMTs at RSCs. Telephonic interviews were done with Chaplain (Colonel) Doug Lee, United States Army Reserve Command (USARC) Staff Chaplain<sup>49</sup> and Chaplain (Colonel) Steve Leonard, U.S. Army Reserve Personnel Command (AR-PERSCOM) Staff Chaplain.<sup>50</sup>

It was essential to interview these chaplains because of their personal roles in the past, present and future of the AGR Program. From 1992 until 1997, Chaplain Leonard served as the USARC Staff Chaplain. From 1994 until 1998, Chaplain Lee served under him as the USARC

Deputy Staff Chaplain. Chaplain Lee now serves as the USARC Staff Chaplain. Chaplain Leonard is now at AR-PERSCOM.

Both chaplains are considered subject matter experts (SMEs) in the history, roles, and performance levels of the UMTs in the USAR, especially concerning AGR UMTs. Their work in the USAR Chaplain Program continues to be highly significant and all chaplains and chaplain assistants esteem them as indispensable chaplains among USAR UMTs.

Chaplains Leonard and Lee had the primary responsibility to design the religious support plan for the new proposal of the USAR that included changing twenty Army Commands (ARCOMs) into ten regional support commands (RSCs) and numerous direct reporting units (DRUs). Their combined vision, hard work, and follow-through helped bring about the initial assignment of active guard/reserve (AGR) unit ministry teams (UMTs) at regional support commands. Their efforts also led to the future changes now being considered in the Army Reserve in assigning AGR UMTs at RSCs.

Both chaplains strongly support the concept of assigning AGR UMTs at all of the RSCs. When asked what are the reasons that they support assigning UMTs at RSCs the answers were clear and often substantiated by the feedback received from commanders and supervisory chaplains that they interface with.

During the interviews, the chaplains had these things to say about why RSCs need AGR UMTs. First, the RSC concept requires the work of full-time UMT personnel. The RSC is like an army installation that has representatives from all the staff sections including the chaplain section, or UMT. These staff sections all have unique responsibilities and functions to perform on a daily basis. The USAR and RSCs do not operate on one weekend a month, but require full-time support to insure readiness.

That is where the AGR UMT comes in because they are the full-time eyes and ears for their commanders and their supervisory chaplain. Thus, they are able to assist the RSC TPU

UMT in their mission to provide religious support to the command. No one else has the training, insight, and time to do what UMTs do. Coordination of unit coverage and resource management require more continuous work beyond the drill weekends. Without full-time representation during the Monday through Friday workweek, the UMTs throughout the entire USARC do not have much chance of acquiring their fair share of scarce resources.

Second, the performance of AGR UMTs at RSCs has undeniably proven that they are definitely needed there. The roles, responsibilities, and functions of AGR UMTs has confirmed the significant worth of having AGR UMTs at RSCs. Many things the UMTs do require unique training, qualifications, and sensitivity that only UMTs provide include leading worship, counseling, pastoral care, and coordination for religious coverage. It requires full-time personnel to take an active role in staff work in their RSCs.

Thus, AGR UMTs are able to handle the religious support needs of the command immediately, often preventing problems from growing into crisis situations. Letters, memorandums, and conversations between RSC senior leadership and the USARC and AR-PERSCOM Chaplains Offices have included glowing reports of the value of AGR UMTs at RSCs. These senior leaders claim that they do not know how their RSC could properly fulfill the religious support needs of the command without their AGR UMTs.

Third, there is a difference between RSCs that have AGR UMTs assigned and those RSCs that do not. Without full-time representation, the RSCs without AGR UMTs fall behind the rest of the staff sections in the RSC and are unable to function to full capacity as are the RSC UMTs that have AGR UMTs assigned. Drilling Reservists are citizen soldiers who are not able to invest the same amount of time as full time AGR personnel. This is not meant as a negative statement about the TPU UMTs, but it is a reality that drilling reservists have full-time civilian ministries or jobs and serve as a part-time soldiers. UMTs must do the work and it is not done without full-time support. No one else does what chaplains and their chaplain assistants do.

In terms of administrative support, the information flow is stronger when there are AGR UMTs to attend meetings, make phone calls, prepare and distribute informational newsletters to all the UMTs assigned in the RSC area of operation. Further, the chaplains said that they believe that all RSCs need AGR UMTs. They also said that the RSC staff chaplains who do not have AGR UMTs want them assigned as soon as possible.

Fourth, the constant demands of unit ministry team readiness require AGR UMTs to assist drilling reserve UMTs build and maintain their readiness. Increased demands on the USAR to prepare to deploy as part of the total army concept. This ought to rank high on the list of reasons why we need full-time AGR UMTs at RSCs. Without full-time personnel, these RSCs always lag behind because they are not able to keep up with the rest of the RSCs who have full-time personnel.

Fifth, AGR UMTs provide on-site daily ministry to the other FTUS personnel in the headquarters as well as coordinate coverage for outlying TPU personnel. The RSC is a full-time operation just like an active duty installation and it has several hundred full-time personnel employed. Additionally, the AGR UMT is the only full-time UMT employed in the RSC. None of the units under the RSC have a full-time chaplain to turn to for assistance. Thus, personnel working in the RSC headquarters, as well as personnel in RSC units, often call upon the RSC AGR UMT for pastoral care. The RSC AGR UMTs perform direct ministry whenever possible and coordinate with available resources to meet the needs of those in the outlying RSC units. Bear in mind that the RSCs cover large multiple state geographical areas.

Even though RSC units have an assigned chaplain, or at least one that covers their unit, soldiers do not always know whom they can turn to for pastoral assistance. The RSC AGR UMTs serve as a point of contact to linkup the soldier, family member, and civilian, with the appropriate UMT and at other times with other religious organizations and resources. To do this the AGR UMT diligently works to maintain current rosters of all available UMTs in the RSC, to



include Army National Guardsmen, who are available to assist with the request for pastoral care. The AGR UMT also develops networks of additional resources.

Sixth, one of the most compelling reasons for assigning AGR UMTs to RSCs is that these UMTs are quick to respond to these requests. In just a short amount of time, the AGR UMT handles the soldiers, civilians, and family members' concern. Without AGR UMTs the request may not reach the drilling reserve UMTs until weeks after the request, or maybe not at all. Waiting for days or weeks to deal with a soldiers problem is an unacceptable way to do business because by then it is often too late and the USAR lost another opportunity to really demonstrate care for the soldier and family. Perhaps the USAR also lost the soldier because the problem went unresolved. Assigning AGR UMTs at RSCs is part of the right solution to take care of soldiers.<sup>51</sup>

## CHAPTER 5

### CONCLUSIONS AND RECOMMENDATIONS

#### Purpose

This study investigated whether there is a need for full-time unit ministry teams at regional support commands. The question this research sought to answer was: Is there a need for active guard/reserve unit ministry teams at the United States Army Reserve (USAR) regional support commands (RSCs)? The three secondary questions examined considered: First, what is the history behind AGR UMTs being assigned to RSCs? Second, what are the roles, responsibilities, and functions of the active guard/reserve (AGR) unit ministry teams (UMTs) at the RSCs? Third, what evidence exists that supports the need for active guard/reserve (AGR) unit ministry teams (UMTs) at regional support commands? This conclusion provides the answers to these questions.

#### High Points of Study

Summary. Currently five RSCs had AGR UMTs and five had none. Two of the ten RSCs had an AGR chaplain and an AGR chaplain assistant while three of these had only an AGR chaplain assigned. The other five RSCs had no AGR UMT personnel assigned at all. The question was thus raised, "What is the need for AGR UMTs at RSCs?"

Conclusions. This study discovered that there is a need for AGR UMTs at all ten RSCs. This study determined the need for assigning AGR UMTs at RSCs based on three areas of research. First, historical data revealed that there was a plan to assign AGR UMTs at all ten RSCs, but this plan changed at the last minute due to a shift in priorities related to funding shortfalls. This resulted in a partial implementation of the original plan.

Second, based on the roles, responsibilities, and functions the RSC Chaplains Sections, AGR UMTs are needed at RSCs. Both the literature and the survey data suggest that AGR chaplains bring unique ministerial credentials and expertise that is not available except through

AGR UMTs. Further, the data from the survey of RSC personnel indicated that no one else is available to provide religious support which the soldiers, civilians, and family members need.

Third, the data supported the need for AGR UMTs. Army regulations require religious support for the military personnel. Numerous letters, notes, surveys, and interviews all strongly support the need for AGR UMTs at RSCs.

Importance of Outcomes. This study suggests that the need for AGR UMTs at RSCs is enough to warrant the authorizations for AGR UMTs at all the RSCs. This is important for at least four main reasons.

First, USAR leaders can use this document as a reference for use in deciding USAR force structure issues. Someone once said that it is important not to lose sight of where we have been and the lessons learned along the way lest we are destined to repeat the past. The assigning of AGR UMTs at RSCs was a good decision. The bad side of it was that only four out of the ten were given AGR UMTs. Six RSCs were left without any full-time religious support. Even a casual observer may ask, "How could the USAR leave 60 % of its units without any active chaplain support?" The answer is that this was a mistake that ought to be avoided in future force structure designs. Further, this study noted that the USAR is planning to fix this problem in the near future.

Second, this document provides insight into understanding what the roles, responsibilities, and functions of the RSC AGR UMTs are. As AGR and TPU chaplains and chaplain assistants transition into RSC assignments they will be able to refer to this study which provides information into the roles, responsibilities, and functions of the active guard/reserve (AGR) unit ministry teams (UMTs) at the RSCs. This study will help UMTs to understand and articulate the need for AGR UMTs at RSCs. It will help each RSC UMT approach RSC UMT force structure issues with researched material.

USAR force structure issues will always be a concern. All UMT requirements and authorizations will undoubtedly be reviewed every so often by those who have the power to influence and make changes. UMTs must prepare themselves with insight into the past lest the erosion of existing religious support occur.

Third, the historians can use this study as a reference. As the Army changes, so does the Chaplain Corps. Capturing this history is important and this study may prove useful to people in their writing about the Chaplain Corps. Historians may cite information in this document when writing about the Total Army which includes the USAR.

The Chaplain Corps manages the assignments of AGR chaplains and AGR assistants. As senior chaplains change jobs, some institutional knowledge will be lost unless there is documentation available to help fill in gaps. This study provides insight into the need, the history of assigning AGR UMTs at RSCs, and the roles, responsibilities, and functions of the active guard/reserve (AGR) unit ministry teams (UMTs) at the RSCs. Further, it cites documents and people who have knowledge regarding AGR UMTs who could provide more information.

If force structure or chaplain personnel from sister services approach the senior leadership in the Army Chaplaincy, this study may offer some insight into parallel possibilities of AGR UMTs in sister services reserve forces Chaplain Corps. As America's armed services continue to operate more in joint environments, this information may be useful to those involved.

Fourth, the sister services, Air Force, Navy and Marine Corps, may find this study useful when considering changes in their force structure. The U.S. military drew down the numbers of personnel in its active forces after the Cold War ended. As a result, America relies more heavily upon the reserve components of each service more than ever before. Along with this draw down the number of reserve forces on active duty has grown numerically.

Thus, the need to provide religious support to reserve components of the U.S. military has grown. There is a legitimate need for hiring qualified full-time support to insure that troops

and their families have their religious support needs met. The U.S. Army has to some degree recognized this need as evidenced by assigning AGR UMTs at some RSCs to help manage providing religious support within their regions.

As other services assess the needs of their branch of service, they also may determine the need for full-time chaplains and chaplain assistants at their version of regional support commands centers. Sister services may look to the RSC AGR UMTs as a model for ministering to their troops and families. A look at the roles, responsibilities, and functions of the active guard/reserve (AGR) unit ministry teams (UMTs) at the RSCs, may offer insight into parallel possibilities in sister services reserve forces Chaplain Corps.

New Knowledge in the Field. This study fills a gap in existing literature. Before this study, there was no one document that tied together all available resources that discuss and support the need for AGR UMTs at RSCs. It also created an account of the history of assigning AGR UMTs at RSCs.

Suggested Topics for Further Study. Out of this study arose four possible topics that a person might have interest in conducting further research.

First, Do all the RSCs need both an AGR chaplain and an AGR chaplain assistant assigned? This study concludes that an AGR UMT is needed at all ten of the RSCs. However, this study does not substantiate the need for both an AGR chaplain and an AGR chaplain assistant at every RSC. Additional research could build upon the findings of this study. It might be useful to consider the AGR chaplain assistant's specific roles, responsibilities, and functions of the active guard/reserve (AGR) unit ministry teams (UMTs) at the RSCs separately from those of the AGR chaplain. One could also tie in the AGR history presented in this study.

The Army's UMT doctrinal concept defines a UMT as having a chaplain and a chaplain assistant.<sup>52</sup> It appears that all ten RSCs will have at least an AGR chaplain. But, not all RSCs will have an AGR chaplain assistant; thus, the UMT concept may not be fully realized in every

RSC. A researcher could conduct a comparison between the RSCs with and those RSCs that do not have AGR chaplain assistants assigned. Interviews, manpower surveys and a similar prepared surveys, could offer needed evidence.

Second, What are the roles of the each of the UMT members at the RSCs? Each UMT member has specific areas of responsibility at the RSCs. Research could be done to define and perhaps make recommendations on standardizing each UMT members roles between different RSCs. A place to start this research might be to distinguish between the RSC Staff Chaplain, AGR chaplain, the AGR chaplain assistant, and the TPU members.

Third, Is an AGR UMT needed at the 88th Regional Support Group (RSG)? The 88th RSG has an active chapel program, and a non-appropriated chaplain fund (NAF), and thus it requires much time beyond normal drill time to operate this USAR entity. The 88th RSG TPU UMT works extra days and the RSG funds a civilian to help keep things going. Further, the 88th RSG could assist the 88th RSC in providing religious support to the RSC. A study could be done to see if an AGR UMT is needed there to operate this USAR activity and assist the 88th RSC.

Fourth, The use of additional AGR UMTs on long-term deployments. This research may consider hiring additional full-time reserve UMTs to deploy with units. With the increased use of the reserve forces, more and more TPU soldiers are deployed on longer assignments such as in Germany and the Balkans. Some missions such as humanitarian missions may last several months or even a year. These deployments might be better done using AGR UMTs to provide continuity for the duration of the exercise. Research could uncover additional possibilities, especially as the USAR continues to change to meet the needs of the military.

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<sup>1</sup>Department of the Army. Force Structure Directorate, *FY1997 USARC Manpower Survey Results*. Fort McPherson, GA: United States Army Reserve Command Center, January 1998.

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<sup>3</sup>*Ibid.*, 8-1.

<sup>4</sup>Stephen Leonard, Chaplain (Colonel), Staff Chaplain of the Army Reserve-Personnel Command (AR-PERSCOM, St. Louis), telephone interview by author, 18 February 1999, Command and General Staff College, Fort Leavenworth.

<sup>5</sup>Robert Weeks, Lieutenant Colonel, Officer Branch Chief, Full-Time Support Management Directorate (FTSMD), "Overview of the Full-Time Support Management Directorate" (Briefing presented at the Command and General Staff College, Fort Leavenworth, Kansas, 29 September 1998), copies of slides and briefing notes.

<sup>6</sup>Leonard.

<sup>7</sup>*Ibid.*

<sup>8</sup>*Ibid.*

<sup>9</sup>*Ibid.*

<sup>10</sup>Department of the Army. Field Manual 16-1, *Religious Support*. Washington, DC: Department of the Army, 26 May 1995, 1-1.

<sup>11</sup>Douglas Lee, Chaplain (Colonel), Staff Chaplain of the United States Army Reserve Command (USARC, Atlanta), telephone interview by author, 22 February 1999, Command and General Staff College, Fort Leavenworth.

<sup>12</sup>*Ibid.*

<sup>13</sup>*Ibid.*

<sup>14</sup>Leonard.

<sup>15</sup>*Ibid.*

<sup>16</sup>*Ibid.*

<sup>17</sup>Lee.

<sup>18</sup>Leonard.

<sup>19</sup>Lee.

<sup>20</sup>Weeks.

<sup>21</sup>Leonard.

<sup>22</sup>Lee.

<sup>23</sup>Department of the Army. Force Structure Directorate, *FY1997 USARC Manpower Survey Results*. Fort McPherson, GA: United States Army Reserve Command Center, January 1998.

<sup>24</sup>Ibid.

<sup>25</sup>Ibid.

<sup>26</sup>Ibid.

<sup>27</sup>Ibid.

<sup>28</sup>Ibid.

<sup>29</sup>Ibid.

<sup>30</sup>Jim Phelps, Chaplain (Colonel), Acting Staff Chaplain, Headquarters, Fifth U.S. Army, "The Chaplain On A General Staff." (briefing presented at the Command and General Staff College, Fort Leavenworth, Kansas, 22 March 1999), briefing notes.

<sup>31</sup>Department of the Army. Force Structure Directorate, *FY1997 USARC Manpower Survey Results*. Fort McPherson, GA: United States Army Reserve Command Center, January 1998.

<sup>32</sup>Ibid.

<sup>33</sup>Leonard.

<sup>34</sup>Ibid.

<sup>35</sup>Lee.

<sup>36</sup>Leonard.

<sup>37</sup>Department of the Army. Force Structure Directorate, *FY1997 USARC Manpower Survey Results*. Fort McPherson, GA: United States Army Reserve Command Center, January 1998.

<sup>38</sup>Lee.

<sup>39</sup>Ibid.

<sup>40</sup>Ibid.

<sup>41</sup>James M. McDougal, Major General. *Active Guard/Reserve (AGR) Unit Ministry Team (UMT) Authorizations*, 31 August 1998, memorandum for Command Chaplain, United States Army Reserve Command (USARC), 90th Regional Support Command, North Little Rock.



<sup>42</sup>Ibid.

<sup>43</sup>Gary Johnston, Chaplain (Lieutenant Colonel). *AGR Good News Story*, 9 September 1998, memorandum for Command Chaplain, United States Army Reserve Command (USARC), 99th Regional Support Command, Oakdale, PA.

<sup>44</sup>Allen M. Koller, Chaplain (Colonel). *Active Guard/Reserve (AGR) Unit Ministry Team (UMT) Authorizations*, 3 October 1998, memorandum for Command Chaplain, United States Army Reserve Command (USARC), 77th Regional Support Command, Fort Totten.

<sup>45</sup>Ibid.

<sup>46</sup>Ibid.

<sup>47</sup>William J. Collins Jr., Major General. *AGR Unit Ministry Team Authorizations at RSC Level*, 9 September 1998, memorandum for Command Chaplain, United States Army Reserve Command (USARC), 77th Regional Support Command, Fort Totten.

<sup>48</sup>Lee.

<sup>49</sup>Ibid.

<sup>50</sup>Leonard.

<sup>51</sup>Ibid.

<sup>52</sup>FM 16-1., 1-1.

APPENDIX A

SURVEY COVER LETTER

DEPARTMENT OF THE ARMY  
COMMAND AND GENERAL STAFF COLLEGE  
1 REYNOLDS AVENUE  
FORT LEAVENWORTH, KANSAS 66027-1352

S: 25 February 1999

ATTN: US STUDENT DIVISION

2 January 1999

MEMORANDUM FOR Commander, XX Regional Support Command, ATTN: Chaplains  
Office, Hometown, State Postal Code

SUBJECT: AGR RSC UMT Survey

1. I request your assistance on conducting the attached survey. I am appealing to you for help. All I am asking for is some of your time and energy to help me survey your RSC headquarters. I do appreciate you giving me some of your time to help me in this way. I realize that this means taking time out of your schedules to do so, therefore, I am thanking you in anticipation of your support to this research project.

2. The survey pertains to the need for AGR UMTs at RSCs. It is part of research that I am conducting while here at the Command and General Staff College. I am collecting evidence of the need for AGR UMTs at all of the RSCs. The results of the research will be forwarded to the Army Chief of Chaplains Office and the USARC Chaplains Office. The USARC Chaplains Office approved of this survey and has an interest in the results.

3. It is a goal to include five Regional Support Commands in this effort. While I intend to report the names of the participating RSCs in my report, I will not reveal who reported what specific data. I will treat that aspect as confidential. I hope that you will want your RSC included in the roll-up of data.

4. The survey requires just a few minutes from each participant. After the surveys are complete please collect them and mail them to me before 25 February 1999. Sooner is even better. Please use this address:

Chaplain (MAJ) Paul Harwart  
36 Hunt Court  
Fort Leavenworth, KS 66027-1402

US STUDENT DIVISION  
SUBJECT: AGR RSC UMT Survey

5. Survey Breakout. A goal in the conducting the research is to survey 20 personnel in your RSC. Survey the following personnel:

- 4 persons assigned to the RSC Command Group Section (Senior ranking personnel),
  - 4 Active Guard/Reserve soldiers (2 officers and 2 enlisted personnel or Non-Commissioned Officers) (Non Command Group),
  - 4 Drilling Reservists (2 officers and 2 enlisted personnel or Non-Commissioned Officers) (Non Command Group),
  - 4 Full-Time Unit Support (FTUS) Government Service Civilian Personnel (Non Command Group), and
  - 4 members of the RSC Unit Ministry Team (2 officers and 2 enlisted personnel /Non-Commissioned Officers)
- 20 Total Personnel**

6. Please feel free to contact me if you need any additional information or have any questions. My home phone is (913) 680-1528. Or you can leave a message at the US Student Division Office @ (913) 684-7307/7313. Or you can send me e-mail at this address: harwartp@leav-emh1.army.mil

7. Thank you again for your willingness to conduct this survey. May God bless you.

Encl  
as

PAUL H. HARWART  
CH (MAJ), USAR  
Student CGSOC

## APPENDIX B

### ACTIVE GUARD RESERVE (AGR) UNIT MINISTRY TEAM (UMT) SURVEY

**Survey Topic.** Active Guard/Reserve Unit Ministry Teams assigned at RSCs.  
**Survey Purpose & Disclaimer.** To collect data on persons' opinions regarding Active Guard/Reserve Unit Ministry Teams assigned at Regional Support Commands. Participation in this survey is voluntary. The use of this form is limited to research purposes. No adverse actions will result from completing this survey. Thank you in advance for your valuable input. Please complete this questionnaire by placing an "X," or checking the appropriate blank or by writing your answer in the spaces where applicable. Please return this completed survey to your UMT who will forward it to the appropriate address. Thank you.

**1. What is your status? (Please check only one box)**

☐ Command Group    ☐ AGR    ☐ Drilling Reservist    ☐ GS Civilian    ☐ UMT Member

**Questions 2-14 (Please check only one blank)**

Q. #	Yes	No	I do not know	Questions
2.				My Regional Support Command (RSC) <u>has</u> an <u>AGR chaplain</u> assigned.
3.				My RSC <u>has</u> an <u>AGR chaplain assistant</u> assigned.
4.				My RSC <u>needs</u> an <u>AGR chaplain</u> assigned.
5.				My RSC <u>needs</u> an <u>AGR chaplain assistant</u> assigned.
6.				My RSC <u>has</u> both an <u>AGR chaplain</u> and an <u>AGR chaplain assistant</u> assigned.
7.				My RSC <u>needs</u> both an <u>AGR chaplain</u> and a <u>AGR chaplain assistant</u> assigned.
8.				The RSC Unit Ministry Team (UMT) does the kind of work that only the UMT is best suited for.
9.				The UMT work must get done.
10.				An AGR UMT is needed to complete the RSC Mission.
11.				Drilling Reservists UMTs can, and have time to, do all the RSC UMT work.
12.				Other FTUS personnel have the time to all the UMT work.
13.				Other FTUS personnel are able to do the all the UMT work.
14.				TPU reservists do have the time to do all the UMT work.

**Question 15. What other reasons would you have for needing or not needing AGR UMTs at RSCs?**  
**(Please print your answers)**

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Thank you for your participation in this survey. Please return this survey to your RSC UMT office.

## APPENDIX C

### ACTIVE GUARD RESERVE (AGR) UNIT MINISTRY TEAM (UMT) SURVEY (RESULTS)

#### **Question 1. What is your status?**

[22 %] (20) Command Group [17 %] (16) AGR [28 %] (26) Drilling Reservist  
[17 %] (16) GS Civilian [16 %] (15) UMT Member

Total number of surveys received = 93.

[%age of surveys from each group] (Actual number of responses received) Data reflects 5 of 10 RSCs responding. Minimum number of surveys received per RSC was 16. Maximum number of surveys from each RSC was 20.

**Questions 2-14.** These questions were discussed in Chapter 4: Analysis.

#### **Question 15. What other reasons would you have for needing or not needing AGR UMTs at RSCs?**

The following statements are the answers to question 15 according to the category of the respondent. Out of the 93 surveys used in this research, 40 had written comments. Two surveys had comments that were non-appropriate and therefore, excluded from the following list. There are 38 comments here for reading.

#### **Command Group** (5 comments)

-Many unexpected needs occur during the week and the TPU folks may not be able to respond. (81st RSC)

-You need an AGR chaplain/chaplain assistant to promote spiritual fitness in the command. (90th RSC)

-Support of Reserve chaplains/assistants; training UMTs; chaplain's full-time staff, support commander with moral, ethical, and religious advice and guidance. (99th RSC)

-We need an AGR UMT in order to meet the challenges faced by reserve soldiers. (99th RSC)

-Valuable contribution. (99th RSC)

#### **AGR** (9 comments)

-When an AGR soldiers has personal emergency needs there's no support during the time of that emergency situation. (From 63rd RSC - without any AGR UMTs)

- Do not know. The chaplain's office has done a wonderful job through all staff (AGR & TPU). Flexibility is obvious in leadership and all are capable of representing... (81st RSC)

## ACTIVE GUARD RESERVE (AGR) UNIT MINISTRY TEAM (UMT) SURVEY (RESULTS)

### Question 15. What other reasons would you have for needing or not needing AGR UMTs at RSCs?

#### AGR (Cont.)

- Life goes on a daily rate, not monthly. (88th RSC)
- Needed for FTUS, spiritual & personal guidance. (88th RSC)
- The state of our military, with the fact we are rapidly deploying to many locations, warrants the need for a chaplain & assistant full-time. (88th RSC)
- Daily counseling & spiritual guidance. (90th RSC)
- Given the quality of commanders that soldiers enjoy we need all the prayer we can get. (90th RSC)
- Because a lot reserve soldiers need help/assistance. (99th RSC)
- Need-high demand for ministry team to be able to provide for service in 7 different states. (99th RSC)

#### Drilling Reservists (11 comments)

- The volume of work overloads the TPU chaplains and assistants. An AGR chaplain + assistant is needed to conduct day to day business including family support and to be on call for any missions assigned and assist the TPU in planning + coordinating conferences and be able to support other AGR soldiers. (From 63rd RSC - without any AGR UMTs)
- The ministry is a full-time commitment. (From 63rd RSC - without any AGR UMTs)
- Meet needs of soldiers in command as well as units assigned to RSC. (81st RSC)
- I believe an AGR UMT is needed because 88th RSC has grown immensely. I feel all individual need spiritual guidance (and) support. Also counseling is needed as well. A need for a UMT is not only a weekend need but, a full-time need. (88th RSC)
- None. I would think both needed to be AGR. One is sufficient. (90th RSC)
- A full-time chaplain assistant is needed to get with other AGR enlisted to help in all ways to keep the AGR chaplain up to date on the enlisted side. Also, any problems he or she can't handle they could bring in the TPU chaplains assistants for added support. (90th RSC)

ACTIVE GUARD RESERVE (AGR) UNIT MINISTRY TEAM (UMT) SURVEY (RESULTS)

**Question 15. What other reasons would you have for needing or not needing AGR UMTs at RSCs?**

**Drilling Reservists** (Cont.)

-I'm not sure of the full responsibilities of the UMT. But, the results I see when drilling are excellent. I think they're doing a wonderful job. I really can express how much I enjoy chapel services. (90th RSC)

-Personal crisis. I would want someone I know & feel comfortable talking to. Crisis situations don't occur only during drill time. (90th RSC)

-I think that an AGR chaplain assistant would help to get the beginning stages of the ½ (already) developed. (90th RSC)

-People have real needs that are not addressed; or just need someone else they can talk with. Chaplains help to take away the military mentality and allow you to be yourself and share personal feelings. (90th RSC)

-Counseling and visitation. (99th RSC)

**GS Civilians** (5 comments)

-A chaplain is needed at all times for both military and civilian employees at the RSC. (90th RSC)

-A(n) AGR chaplain assistant could be a great help for drilling chaplain assistant(s). (90th RSC)

-AGR chaplains can't do the work alone. (99th RSC)

-Ministry to soldiers in need. (99th RSC)

-Full-time UMT to minister to full-time staff; need to coordinate branch specific training and career management; necessary to fulfill staff functions. (99th RSC)

**UMT Members** (8 comments)

-Coordination with subordinate and higher levels must be done and time is not afforded to drilling reservists to do these tasks. Day to day ministry to RSC HQ personnel & subordinates can be done effectively only by the FTUS (full-time unit support) staff and the TPU (troop program unit) reservists together. (81st RSC)

-The work of ministry could not be done for soldiers and their families without the AGR UMT. (81st RSC)

ACTIVE GUARD RESERVE (AGR) UNIT MINISTRY TEAM (UMT) SURVEY (RESULTS)

**Question 15.** What other reasons would you have for needing or not needing AGR UMTs at RSCs?

UMT Members (Cont.)

-AGR chaplain assistant needs to be working in the UMT position and not assigned out. (88th RSC)

-Many crisis during the normal work schedule, it would be beneficial to have a UMT available. (90th RSC)

-An AGR chaplain assistant is needed to do the administrative area so the AGR chaplain can do more ministry and mentoring to full-time workers and to other UMT members in the command. The AGR chaplain assistant will probably meet (the) spiritual needs for enlisted. (90th RSC)

-Teacher, preacher, priest, and administrator. (99th RSC)

-Crisis ministry, daily contact, support, (and) consistency. (99th RSC)

-All the above (Referring to the previous 14 questions). (99th RSC)

(End of comments given for question 15.)



## APPENDIX D

### INTERVIEW INFORMATION

1. Persons Interviewed.

- a. Chaplain (COL) Steven Leonard, AR-PERSCOM Chaplains Office
- b. Chaplain (COL) Douglas Lee, USARC Staff Chaplains Office

2. Interview Background Information.

- a. Date Interview Arranged:
- b. Date Questions Forwarded to Interviewee:
- c. Date of Interview:
- d. Location:
- e. Method: (Face-to-face, e-mail, telephone.)
- f. Name of Interviewer: Chaplain (MAJ) Paul H. Harwart, CGSOC Student
- g. Name, Rank, Position, and Status of Interviewee:
- h. Recent Military Assignments and Dates:
- i. Other Persons Present at Interview Session:
- j. Permission Granted to Use for Research Writing Project:
- k. Date Interview Sent to Interviewee for Review:
- l. Date Written Acknowledgment Received from Interviewee:
- m. Date Interview Usable for Incorporation into Research:

3. Interview Questions.

"Sir, Thank you for willingness to allow me to interview you today regarding the need for active guard/reserve (AGR) unit ministry teams (UMTs) assigned at regional support commands (RSCs)."

- a. My first question is: "What is your current position and please describe your responsibilities as pertaining to AGR unit ministry teams assigned at RSCs?"

- b. "Which past assignments have you held regarding the same?"
- c. "What can you tell me of the history behind assigning AGR UMTs at RSCs?"
- d. "When was the idea first considered?"
- e. "Was the idea accepted, or were there any obstacles to bringing this about?"
- f. "What types of information went into determining the force structure of UMTs in RSCs?" (Please be as specific as possible.)
- g. "Was a needs study done to justify the need for assigning active guard/reserve (AGR) unit ministry teams (UMTs) at Regional Support Commands (RSCs)?"
- h. "If so, who conducted the study and was it done by the military?"
- i. "What was the outcome of that study and how convincing was it?"
- j. "Is that study available for review and where could someone find it?"
- k. "Was there someone who championed the cause to include AGR UMTs in the force structure?"
- l. "Were you directly or indirectly, involved in this process?"
- m. "Was there ever a plan to assign AGR UMTs at all ten RSCs?"
- n. "What happened so that initially only four RSCs received UMT personnel?"
- o. "How come not all the RSCs have complete UMTs?" (At least one chaplain and one chaplain assistant)
- p. "About a year after the RSCs were born more UMT personnel were assigned in other RSCs, can you tell me about that?"
- q. "What are the current and future plans regarding the positions?"
- r. "Did the USARC Manpower Survey, conducted in 1997, have any impact upon the AGR UMT slots in the RSCs?"
- s. "Who makes the recommendations and who approves positions?"
- t. "What might be the reasons against assigning AGR UMTs at all RSCs?"

- u. "Are there any persons, or agencies, against assigning AGR UMTs at RSCs?"
- v. "Let's now focus on the AGR UMTs at the RSCs, how is their performance?"
- w. "In your opinion, are AGR UMTs meeting the Army's expectations?"
- x. "How are AGR UMTs fulfilling the mission needs of the US Army Reserve?"
- y. "Would you recommend making any changes to what the AGR UMTs do?"
- z. "Is there anything else helpful for me to know about this subject?"

"Thank you, Sir, for giving me some of valuable time to answer these questions. I do appreciate your willingness to help me."

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